The 1991 Survey of Salary, Benefits and Staffing Patterns

Of Community Mental Health Providers

National Council of Community Mental Health Centers

1991 Survey of Salary, Benefit and Staffing Patterns of Mental Health Providers

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Preface

The third edition of the National Council's **Survey of Salary, Benefit and Staffing Patterns** arrives during an important stage in the evolving healthcare crisis. Health and mental healthcare providers throughout the 1990s will struggle for survival in an atmosphere characterized by resource scarcity and intense competition. Whether in the for-profit, nonprofit or public sector, survival in the 1990s will go to those mental healthcare organizations which develop, implement and maintain organizational cultures designed to build competency in managing their most important asset: human capital. Moreover, despite the widespread publicity regarding the increasing scarcity of key clinical and management resources little constructive action has been observable among public policy shapers, provider organizations, academic institution, and professional associations. It is obvious that if this erosion of human resources is not arrested and reversed, public mental healthcare will face the specter of healthcare rationing, based not on financial resources but on the availability of qualified and competent staff to deliver services.

The 1991 edition continues the enhancements noted in the 1989 survey. Feedback from purchasers of the 1989 edition has been incorporated to produce more contemporary position descriptions, job titles and additional information regarding compensation and fringe benefit design. The 1991 data collection continues to build upon the inclusion of samples of non-NCCMHC members, including for-profit organizations. The report formats were reviewed to improve readability and allow improved comparison with the 1989 data base.

It is hoped that the 1991 survey will serve as a catalyst for governance boards, public policy specialists, chief executive officers and managers at all levels in developing effective human resource strategies to assure the availability of competence, compassion and quality in community-based provider systems. It is long overdue for both nonprofit and public mental healthcare organizations to focus attention on the human capital aspect of service systems. It would indeed be a sad irony if history, in writing the record of community-based mental healthcare in this century, noted that the primary ingredient in their demise was not the lack of fiscal resources or access to capital, but a withering away due to an indifference to people, without whom no organization can achieve its mission.

I would like to thank the organizations and individuals who took the time to complete the 1991 survey. Your contribution of time, effort and energy allowed this valuable national information to be made available.

Charles G. Ray
Executive Director

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Introduction

Every two years the National Council of Community Mental Health Centers conducts a survey of the salary structures of community agencies providing mental health services. These biannual surveys provide information which can assist local agencies in setting agency salary ranges and fringe benefit packages. Comparisons between different service area or geographic regions can identify differences in specific salary, fringe and staffing patterns that are affected by these demographic factors.

The **1991 Survey of Salary, Benefits and Staffing Patterns** incorporates the responses from 485 community mental health organizations. This represents an increase of 13% over the number participating in the 1989 survey, and a 35% increase compared to the 1987 survey. *Figure 1* displays the geographic regions used in this survey.

The 1991 survey will continue to report medians rather than averages. Median salaries are the mid-point with half of the reported salaries being greater than that salary and half being less. Medians will also be reported in descriptions of budgets and staffing pattern information where extremely high or low scores from a few agencies could distort averages.

The 1991 survey incorporates a number of changes from the 1989 survey. In the managerial compensation area new job titles are included. In the clinical and support staff area additional job titles have been included and the distinction between staff with and without managerial responsibilities has been extended to include all job titles. Another addition is the inclusion of information about the gender and ethnic characteristics of the managerial, clinical and support personnel.

Many of these changes were made in response to suggestions from members of the 1991 Salary Survey Advisory Panel, who kindly agreed to review the previous survey questionnaire and its accompanying report, and then to provide feedback on how to improve their usefulness. Our thanks are due to **Thomas H. Brittain, Jr.**, **W. Glen Johnson**, **Karen Koch**, **Joseph F. Monte**, **Robert I. Paulson**, **Margaret Spurgeon**, and **Debra V. Temple** for the time and trouble they undertook as part of this otherwise thankless endeavor.

Overview of Survey Results

Compensation for Managers

During the last two years, average managerial compensation has increased for top managerial positions, generally from 5% to 7% annually. In 1989, the national median salary for Executive Director was $49,000. In 1991, the median Executive Director salary has increased by 12% to $55,000, while the median salary for Assistant Executive Director increased by 11% to $43,000.

The highest percent increase between 1989 and 1991 was that of 17% for Clinical Supervisors. Their median salary increased from $30,750 in 1989 to $36,000 in 1991. Medical Directors received an average 14% increase from $87,500 in 1989 to $100,000 in 1991. Other categories of management staff who saw increases of over 10% during this two year period were Chief Financial Officer (14%), Director of Management Information Systems (13%) and Director of Personnel (13%). Annual increases were in the 3% to 5% range for the Heads of Research and Evaluation, Public Information, Employee Assistance Programs and Quality Assurance. Salaries were virtually unchanged for the Heads of Consultation/Education/Prevention, Development and Marketing.

Two clear patterns emerge in the compensation patterns by service area. First, salaries in large urban areas tend to exceed median national salaries. The Medical Director is one exception, with a median level of compensation which is equal to the $100,000 national median. The second pattern is found in rural areas where all groups of managerial staff with the exceptions of the Medical Director and Head of Development are compensated substantially below the median national salaries.

Compensation by Discipline/Degree

Between 1989 and 1991, the median salary for most clinical disciplines rose by 4% to 8% annually. The average annual salary increases for staff with managerial responsibilities were between 5% and 12%, while the average increases for staff without managerial responsibilities range from 2% to 8%.

The median salary of psychiatrists with managerial responsibilities increased 7% annually since 1989, rising from $80,000 to $91,500. Psychiatrists without managerial responsibilities received an average increase of 4% annually, with median salary increasing from $75,500 to $81,500 during the two-year period.

In this sample, the average salary difference between staff with comparable degrees in jobs with and without added managerial responsibilities was between $3,000 and $5,500 annually. Staff with added managerial responsibilities generally earn from 10% to 18% more than their peers without such extra responsibilities. Pay differences based on additional managerial responsibilities varied substantially across geographic regions and service area types.

Compensation Formulas

Salary ranges for managerial positions can be compared using formulas that designate compensation for managerial positions as a set proportion of the Executive Director's salary. Other agencies may employ implicit formulas, unaware that their sense of "appropriate" salary reflects an unstated formula. Comparing national average salaries for each managerial position to the Executive Director's salary shows a clear pattern, as depicted in the accompanying table. Slightly different patterns were found in managerial salary ratios in the 10 regions and 4 types of service areas.

Salaries of clinical personnel were compared using the average salary for masters-level social workers as the baseline. As expected, psychiatrists and clinical staff with doctorates in social work, psychology, and related fields tended to be paid more than the baseline M.S.W. rate. Paid at levels equivalent to the M.S.W. rate were clinical staff at the master's level, nurses at most levels, and several categories of clinical staff at the doctoral level.

MANAGERIAL COMPENSATION

POSITION	PERCENT OF BASE
Executive Director	100%
Medical Director	180%
Assistant Director	78%
Clinical Director (non-MD)	76%
Department Heads	**60% - 69%**
Chief Finance Officer	
Planning	
Clinical Supervisor	
Community Support	
Research/Evaluation	
Quality Assurance	
Department Heads	**50% - 59%**
Development	
Marketing	
Consultation/Education	
Human Resources/Personnel	
Information Services	
EAP	
Finance	
Properties Management	
Other	**40% - 49%**
Head of Public Information	
Executive Secretary	

PAY ABOVE M.S.W. BASE RATE

Psychiatrists (300%)
Psychologists Ph.D. (130%)
Doctor of Social Work (120%)
Clinical Personnel Ph.D. (120%)
Case Managers Ph.D./D.S.W. (120%)

Also, agency staff paid at levels averaging below the M.S.W. base rate level (from 80% down to 60% of the M.S.W. baseline) included residential and clinical personnel at the B.A. level, as well as paraprofessionals/MH technicians and residential aides. Nurses with the L.N. degree constituted the only group of nurses paid below the M.S.W. baseline.

PAY BELOW M.S.W. BASE RATE

Clinical Personnel B.A. (80%)
Residential Managers (75%)
Social Workers B.A. (75%)
Nurses L.N. (70%)
Paraprofessionals/MH Technicians (65%)
Residential Aides (60%)

Employment patterns of staff with professional degrees were also examined. M.S.W. degrees were the most common, appearing in seven out of 10 community mental health agencies. The next most common degree was M.D. psychiatrist (employed in two out of four agencies), followed by Ph.D. psychologist (employed in six out of ten agencies). In terms of staff size, M.S.W.s formed the largest groups, with a median of 7.0 social workers (FTE) per agency. The median number of psychiatrists reported was 1.5 FTE and of psychologists 3.0 FTE per agency.

Cafeteria Benefit Plans

PAY EQUAL TO M.S.W. BASE RATE

Nurses M.A
Marriage & Family Therapists Ed.D./Ph.D.
Mental Health Counselors Ed.D./Ph.D.
Psychologists M.A.
Social Workers L.C.S.W.
Clinical Personnel M.A.
Nurses B.A.
Nurses R.N.
Marriage and Family Therapists M.A.
Mental Health Counselors M.A./M.S.
Rehab Counselors Ed.D./Ph.D./M.A./M.S.
Occupational and Recreational Therapists

For many reasons, cafeteria benefit plans are becoming more prevalent in business organizations across the country. The 1991 survey included, for the first time, a detailed question relating to cafeteria plans and the primary benefits included in such plans.

Of the 485 centers in our sample, only 127 or 26% had a cafeteria plan available for employees. This relatively small sample size makes comparisons across geographic regions tenuous, but comparisons across service areas are stable. The six most popular options available in these cafeteria benefit plans are: day care reimbursement (61%); health insurance (53%); medical cost reimbursement (49%); dental insurance (30%); life insurance (28%); and disability insurance (17%).

Service Area Type	Type of Cafeteria Benefit					
	Health Insurance	Dental Insurance	Day Care Reimbursement	Medical Cost Reimbursement	Disability Insurance	Life Insurance
Large Urban	50%	39%	61%	56%	17%	28%
Urban	52%	35%	58%	38%	17%	29%
Suburban	54%	14%	86%	72%	23%	31%
Rural	54%	28%	51%	46%	13%	26%
Nationwide	53%	30%	61%	49%	17%	28%

About a fifth of the cafeteria plans offered some form of retirement or annuity benefit. A number of options were offered by less than ten percent of the centers surveyed. These options included a number of health related benefits such as routine physicals, pay instead of health insurance, mental health benefits, long-term care, intensive care, pre-tax health insurance payments, premium conversion, cancer insurance, prescription payment, vision and dental insurance for employee and dependents. A final set of options were offered by one or two centers, which included financial planning, legal insurance, transportation and tax sheltered insurance or benefit payments.

Positions Which Are Difficult to Fill

The 1991 survey questionnaire included an open-ended question about positions which organizations typically experienced difficulty in filling, which resulted in a wide variety of responses.

Four positions were mentioned by more than eight percent of the survey group. These were: psychiatrists (11%), psychologists (8%), registered nurses (8%) and social workers with a masters degree (8%). The frequency with which psychiatrists in particular were mentioned confirms other sources which indicate that there is a serious staffing problem with this occupational group nationwide. Other frequently mentioned positions were therapists, counselors, substance abuse counselors, residential counselors, managers, and secretaries.

Seven centers reported that all categories of personnel were difficult to find. In addition there were certain areas where the major needs involved hiring either minority or bilingual personnel. Centers in primarily rural areas or less accessible geographic regions (e.g. Alaska) tended to experience more than the average difficulty in filling highly specialized positions.

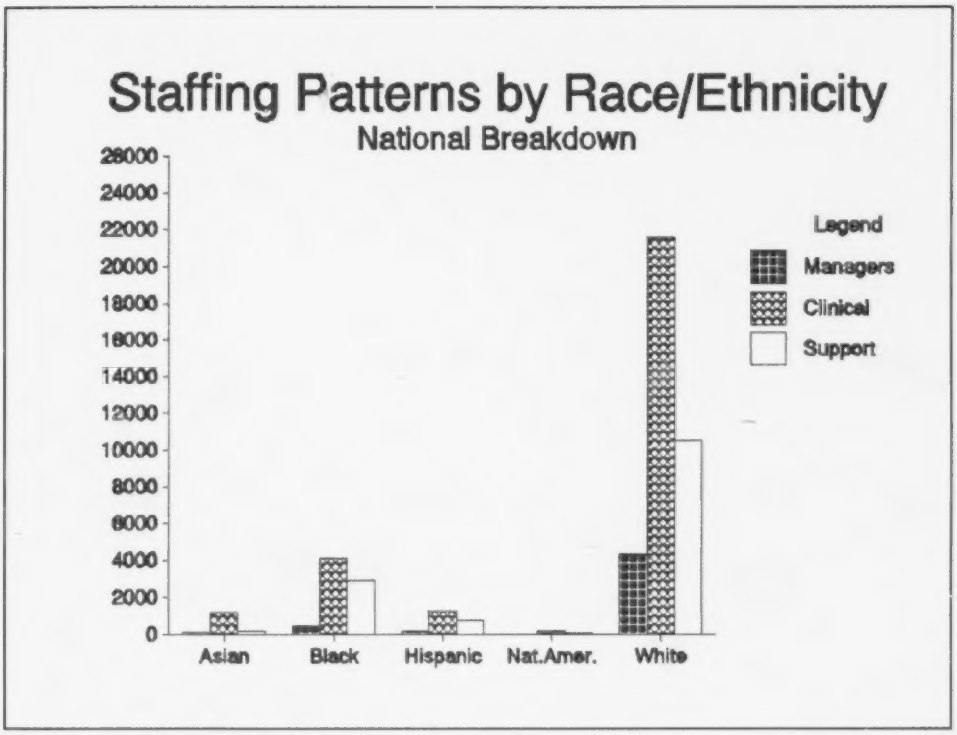
Race/Ethnic and Gender Composition of Mental Health Centers

For the first time, the 1991 survey included a question regarding the race/ethnicity and gender managerial, clinical and support staff in the surveyed organizations.

Job Category	Male	Female
Managers	2778	3205
Clinical	9715	18390
Support	2638	11509
Totals	**615131**	**33104**
Percent	31%	69%

The gender composition of this sample of community mental health centers was disproportionally female, with males making up only 31% of the employees. This proportion held true for clinical positions, with 35% males and 65% females. However, reflecting historical employment patterns, male employees fill about 46% of the managerial positions and only 19% of the support staff positions.

Overall, the race/ethnic mix in this sample of community mental health centers reflected the distribution of ethnic groups within the general population, with Whites constituting 76%, Blacks 16%, Hispanics 5%, Asians 3%, and Native Americans less than 1%. Nationwide,



the largest percentage of staff were employed in clinical (59%) and support (29%) positions, with 12% of staff occupying managerial jobs. Whites filled a total of 84% of all managerial positions. Hopefully, by beginning to collect and report this data on a national sample basis, we will be able to track progress in the industry at achieving an optimal level of diversity in our workforce.

Race/Ethnic Group	Within Total Sample		Managers		Clinical Staff		Support Staff	
	Number	%	Number	%	Number	%	Number	%
Asian	1,317	3%	115	8%	1,202	80%	190	13%
Black	7,515	16%	480	6%	4,099	55%	2,936	39%
Hispanic	2,187	5%	200	9%	1,224	56%	763	35%
Native American	304	1%	26	9%	202	66%	76	25%
White	36,539	76%	4,372	12%	21,621	59%	10,546	29%
Total Sample	47,862	100%	5,193	100%	28,348	100%	14,411	100%

Definitions

Compensation

Equivalent to a regular annual salary. Does not include fringe benefits. (Only a few positions, primarily contract psychiatrists, were compensated on other than a salary basis.)

Deductible or co-pays

The portion of the benefit paid for by the employee.

Exempt Employee

An employee whose job consists primarily of managerial, executive or professional duties and who is not subject to the overtime requirements of the Fair Labor Standards Act (FLSA).

FTE

Full-time equivalent employee. This term is used to describe a job or group of jobs equivalent to the contribution of an average full time worker (working 2080 hours in one calendar year). An FTE may consist of one full-time worker, two half-time workers, five persons working one day a week, *et cetera*.

HMO/PPO

Health Maintenance Organization/ Preferred Provider Organization

Median

Medians are mid-points in a distribution of numbers. Half of the numbers are greater than and half of the numbers are less than the median. Medians have the advantage of being less influenced than an average by extremely small or extremely large numbers.

Non-Exempt Employee

An employee whose job consists primarily of clerical or other support duties and who is subject to the overtime requirements of the Fair Labor Standards Act (FLSA).

Salary Levels:

Respondents were asked in the survey questionnaire to report salary ranges, consisting of minimum and maximum levels for each type of position. (Formal, often published salary ranges are most common in civil service systems and other large employing organizations.) Some respondents reported these minimum and maximum figures, while others could only offer the salary of a single current incumbent. For reporting purposes, three focus points were selected to summarize data collected:

Low is the median of the starting or lowest annual salaries reported by responding agencies for each discipline/degree or job responsibility.

Average is the median of the average salaries reported for each discipline/degree of job responsibility.

High is the median of the top or highest annual salaries reported by responding agencies for each discipline/degree or job responsibility.

Service Area

Respondents were asked to indicate the types of areas that their agency serves (large urban, urban, suburban and rural). Wherever an organization indicated that it served clients in more than one type of service area, the type that represented the *largest percentage* of the service area was used to categorize the agency. When ties occurred, large urban was selected over the other areas. Urban was selected over suburban and rural. Suburban was selected over rural. This ordering was based on an assumption that salaries tend to be driven by the most competitive region within the service area.

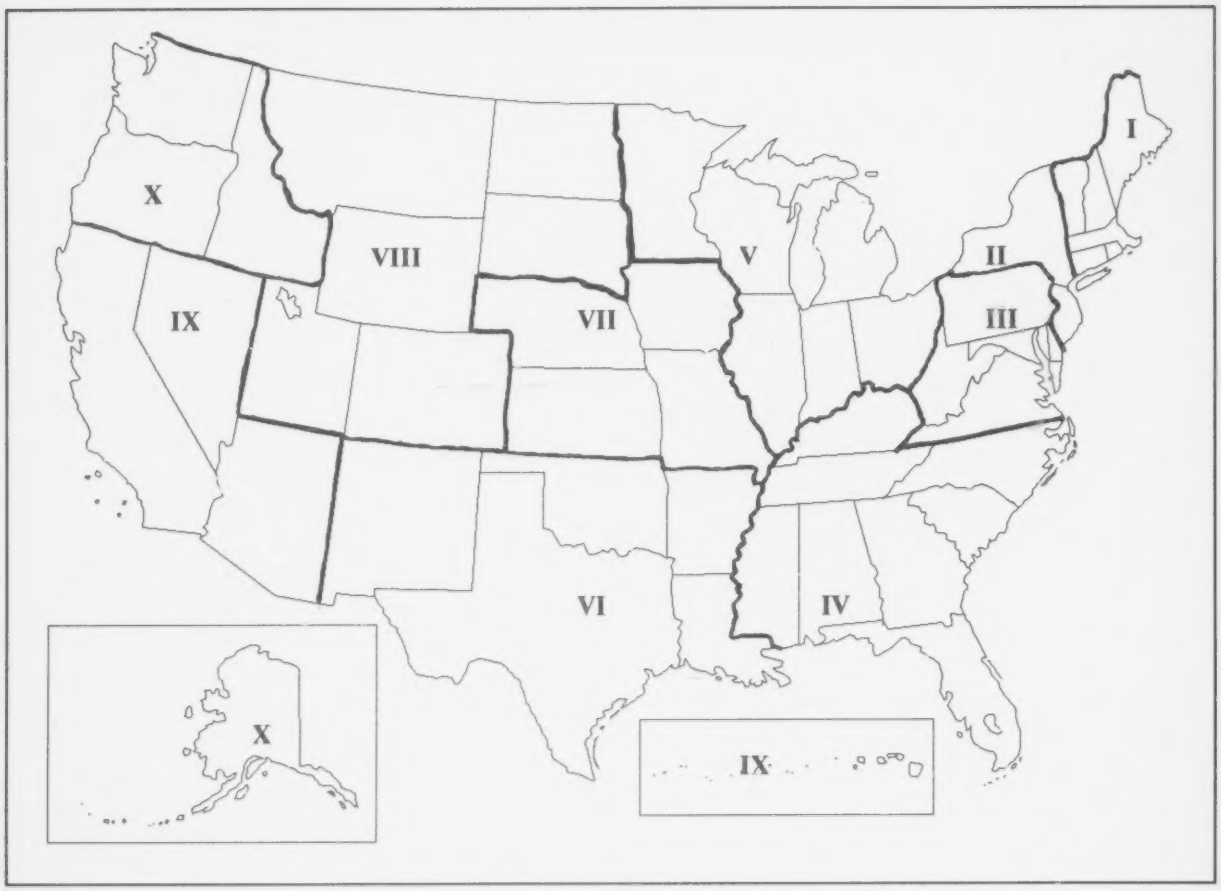
Tuition Reimbursement

As a fringe benefit, employer covers all or part of the fees for a course at an accredited college or university.

Turnover

While both the 1987 and 1989 reports provided turnover and vacancy rates calculated as the number of staff hired (or vacant positions reported) during the previous year, divided by the agency's total FTE staff, such calculated figures were not used for this year's report. Because organizations use a variety of formulas for calculating these indicators, the 1991 report provides the basic median data nationally, regionally, and by service area type for number of employees as of January 1990; terminations and new hires during 1990; and vacancies as of December 31, 1990. Using these data, organizations can calculate turnover rates in a way that is most relevant to their own operations.

Figure 1. Map of the Geographic Regions



Region I: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Region II: New Jersey, New York, Puerto Rico, Virgin Islands

Region III: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

Region IV: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Region V: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Region VI: Arkansas, Louisiana, New Mexico, Oklahoma, Texas

Region VII: Iowa, Kansas, Missouri, Nebraska

Region VIII: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

Region IX: Arizona, California, Guam, Hawaii, Nevada

Region X: Alaska, Idaho, Oregon, Washington

Section I

Characteristics of the Sample

Table 1. Response by Region and Service Area Type

Region	Service Area Type				Regional Response
	Large Urban	Urban	Suburban	Rural	Number
I	5%	44%	15%	37%	41
II	16%	25%	34%	25%	32
III	26%	19%	30%	26%	27
IV	15%	43%	9%	32%	53
V	7%	35%	24%	41%	151
VI	10%	28%	15%	48%	40
VII	4%	24%	7%	64%	45
VIII	6%	29%	9%	57%	35
IX	30%	30%	13%	26%	23
X	13%	26%	8%	53%	38
Total	11%	31%	17%	41%	485

Note: Percentages may not add up to 100 due to rounding.

Table 2. Average Organization Budget by Region

Region	Median Organization Budget
I	$3,253,500
II	$2,950,000
III	$3,900,000
IV	$4,142,000
V	$2,515,000
VI	$2,067,000
VII	$816,500
VIII	$1,840,000
IX	$2,054,500
X	$1,200,000
National Average	$2,500,000

Table 3. Average Organization Budget by Service Area Type

Service Area Type	Median Organization Budget
Large Urban	$4,100,000
Urban	$3,426,000
Suburban	$2,984,500
Rural	$1,488,500
National Average	$2,500,000

Table 4. Size of Organization Staff by Region

Region	Percentage of Organizations Categorized by Full Time Equivalent (FTE) Staff					
	Less than 40 FTEs	41 - 80 FTEs	81 - 120 FTEs	121 - 160 FTEs	More than 161 FTEs	Median # of FTEs in 1991
I	21%	29%	21%	8%	21%	82
II	34%	22%	19%	6%	19%	66
III	33%	19%	19%	7%	22%	65
IV	8%	24%	24%	10%	34%	104
V	36%	28%	16%	7%	14%	60
VI	50%	21%	3%	5%	21%	40
VII	67%	13%	3%	5%	13%	26
VIII	46%	29%	9%	6%	11%	45
IX	45%	9%	18%	9%	18%	44
X	58%	19%	6%	6%	11%	23
National Average	38%	23%	14%	7%	18%	58

Note: Percentages may not add up to 100 due to rounding.

Table 5. Size of Organization Staff by Service Area Type

Service Area Type	Percentage of Organizations Categorized by Full Time Equivalent (FTE) Staff					
	Less than 40 FTEs	41 - 80 FTEs	81 - 120 FTEs	121 - 160 FTEs	More than 161 FTEs	Median # of FTEs in 1991
Large Urban	21%	19%	19%	4%	36%	101
Urban	30%	20%	15%	7%	28%	79
Suburban	29%	29%	16%	11%	16%	74
Rural	53%	23%	11%	6%	7%	35
National Average	38%	23%	14%	7%	18%	58

Note: Percentages may not add up to 100 due to rounding.

Table 6. Organization Corporate Status by Region

Region	Public	Private Nonprofit	Private for-Profit
I	10%	88%	2%
II	28%	70%	0%
III	33%	67%	0%
IV	33%	67%	0%
V	27%	71%	1%
VI	28%	72%	0%
VII	20%	80%	0%
VIII	12%	85%	3%
IX	20%	80%	0%
X	50%	50%	0%
National Average	27%	72%	1%

Note: Percentages may not add up to 100 due to rounding.

Table 7. Organization Corporate Status by Service Area Type

Service Area Type	Public	Private Nonprofit	Private for-Profit
Large Urban	34%	63%	2%
Urban	21%	78%	1%
Suburban	17%	80%	3%
Rural	34%	65%	1%
National Average	27%	72%	1%

Note: Percentages may not add up to 100 due to rounding.

Table 8. Salary Budget Allocated to Staffing Categories by Region

Region	Average Percentage of Organizations' Total Salary Budgets Allocated to Staff Categories		
	Clinical	Management	Support/Clerical
I	73%	15%	12%
II	70%	12%	18%
III	70%	10%	15%
IV	66%	14%	18%
V	67%	14%	15%
VI	68%	15%	15%
VII	66%	14%	16%
VIII	66%	13%	17%
IX	70%	12%	17%
X	72%	15%	13%
National Average	68%	14%	15%

Note: Percentages may not add up to 100 due to rounding and/or reporting error.

Table 9. Salary Budget Allocated to Staffing Categories by Service Area Type

Service Area Type	Average Percentage of Organizations' Total Salary Budgets Allocated to Staff Categories		
	Clinical	Management	Support/Clerical
Large Urban	68%	15%	16%
Urban	68%	14%	15%
Suburban	68%	14%	15%
Rural	67%	13%	15%
National Average	68%	14%	15%

Note: Percentages may not add up to 100 due to rounding and/or reporting errors.

Table 10. Average Organization Staffing Configuration by Region

Region	Median Number of Staff Classified as:											
	Clinical				Management				Support			
	Total	New* Hires	Termi-nated	Vacant	Total	New* Hires	Termi-nated	Vacant	Total	New* Hires	Termi-nated	Vacant
I	47	12	9	2	7	1	1	0	17	3	2	0
II	41	7	4	1	6	1	0	0	13	2	2	0
III	35	13	8	1	5	1	1	0	16	3	2	1
IV	48	18	12	4	9	1	1	0	34	9	5	1
V	35	7	5	1	7	1	1	0	14	3	2	0
VI	27	11	6	1	5	1	0	0	11	3	2	0
VII	15	2	1	1	3	0	0	0	7	1	1	0
VIII	26	5	4	2	5	1	0	0	10	2	2	0
IX	31	4	3	0	5	0	1	0	9	1	1	0
X	13	6	4	0	3	1	0	0	6	2	1	0
National Average	32	8	5	1	6	1	1	0	14	3	2	0

* New hires during calendar year 1990

Table 11. Average Organization Staffing Configuration by Service Area Type

Service Area Type	Median Number of Staff Classified as:											
	Clinical				Management				Support			
	Total	New* Hires	Terminated	Vacant	Total	New* Hires	Terminated	Vacant	Total	New* Hires	Terminated	Vacant
Large Urban	66	14	10	1	12	1	1	0	25	5	4	0
Urban	42	13	9	2	8	1	0	0	17	4	2	0
Suburban	36	10	6	2	7	1	0	0	16	3	2	0
Rural	20	5	3	1	4	0	0	0	9	2	1	0
National Average	32	8	5	1	6	0	0	0	14	3	2	0

* New hires during calendar year 1990

Table 12. Total Employment, Hires, Terminations, & Vacancies by Region

Region	Employment as of 1/1/90	Hires During 1990	Terminations During 1990	Vacancies as of 12/31/90
I	82	18	13	2
II	66	9	6	2
III	65	20	14	2
IV	104	32	23	5
V	60	14	8	2
VI	40	16	7	1
VII	26	5	3	0
VIII	45	8	7	2
IX	44	9	5	0
X	23	8	4	0
National Average	58	14	8	1

Note: All numbers are medians.

Table 13. Total Employment, Hires, Terminations and Vacancies by Service Area Type

Service Area Type	Employment as of 1/1/90	Hires During 1990	Terminations During 1990	Vacancies as of 12/31/90
Large Urban	101	20	14	2
Urban	79	20	14	2
Suburban	74	17	12	2
Rural	35	8	5	0
National Average	58	14	8	1

Note: All numbers are medians

Table 14. Representation of Degrees and Disciplines by Region

Specific Degree	Region										
	I	II	III	IV	V	VI	VII	VIII	IX	X	All
Psychiatrist (Full Time)	69%	56%	67%	58%	29%	60%	47%	40%	54%	29%	41%
Psychologist, MA	34%	22%	56%	60%	50%	58%	60%	37%	0%	21%	44%
Psychologist, PhD	58%	63%	67%	54%	56%	68%	58%	74%	59%	44%	59%
Social Worker, BASW	32%	31%	33%	36%	51%	35%	31%	26%	13%	21%	36%
Social Worker, MSW	23%	84%	63%	72%	66%	75%	69%	69%	68%	61%	69%
Social Worker, DSW	0%	6%	7%	2%	0%	15%	4%	9%	4%	6%	4%
Social Worker, LCSW	15%	47%	11%	21%	17%	43%	38%	49%	59%	21%	34%
Nurse, LN	17%	16%	33%	38%	18%	53%	18%	17%	23%	21%	24%
Nurse, RN	63%	60%	78%	72%	52%	58%	40%	43%	36%	45%	54%
Nurse, BA	32%	16%	26%	28%	19%	10%	24%	14%	14%	16%	20%
Nurse, MA	32%	6%	26%	21%	11%	18%	18%	23%	5%	21%	17%
Occup./Recreation Therapy	22%	32%	30%	28%	28%	13%	29%	23%	23%	18%	25%
Rehab Couns. MA/MS	17%	19%	19%	9%	10%	15%	16%	14%	9%	8%	13%
Rehab Couns. EdD/PhD	0%	3%	0%	0%	1%	0%	2%	3%	0%	0%	1%
Marriage/Fam. Therapy MA/MS	34%	25%	19%	13%	19%	8%	11%	29%	41%	21%	21%
Marriage/Fam. Therapy EdD/PhD	10%	3%	0%	2%	1%	3%	2%	14%	5%	3%	4%
Mental Health Counselor MA/MS	32%	22%	59%	68%	54%	38%	49%	46%	27%	58%	48%
Mental Health Counselor EdD/PhD	2%	0%	19%	19%	5%	8%	7%	11%	9%	13%	8%
Case Manager/Coordinator MSW/MA	56%	34%	48%	40%	31%	33%	15%	29%	18%	39%	34%
Case Manager/Coordinator PhD/DSW	2%	3%	4%	4%	1%	5%	0%	0%	0%	3%	2%
Other Clinical BA	39%	41%	56%	72%	48%	45%	36%	43%	32%	42%	47%
Other Clinical MA	34%	22%	26%	36%	27%	20%	13%	11%	14%	26%	25%
Other Clinical PhD	5%	6%	4%	13%	1%	8%	4%	3%	5%	0%	4%

Table 15. Representation of Degrees and Disciplines by Service Area Type

Specific Degree	Service Area Type				
	Large Urban	Urban	Suburban	Rural	All
Psychiatrist (Full Time)	52%	44%	44%	35%	41%
Psychologist, MA	35%	39%	41%	52%	44%
Psychologist, PhD	63%	65%	67%	49%	59%
Social Worker, BASW	48%	40%	33%	32%	36%
Social Worker, MSW	69%	71%	74%	65%	69%
Social Worker, DSW	10%	6%	0%	3%	4%
Social Worker, LCSW	27%	39%	32%	32%	34%
Nurse, LN	38%	27%	24%	17%	24%
Nurse, RN	56%	56%	63%	49%	54%
Nurse, BA	19%	28%	20%	15%	20%
Nurse, MA	15%	24%	18%	11%	17%
Occup./Recreation Therapy	40%	31%	28%	16%	25%
Rehab Couns. MA/MS	11%	13%	20%	9%	13%
Rehab Couns. EdD/PhD	0%	1%	4%	0%	1%
Marriage/Fam. Therapy MA/MS	15%	21%	20%	20%	21%
Marriage/Fam. Therapy EdD/PhD	0%	3%	5%	5%	4%
Mental Health Counselor MA/MS	50%	49%	46%	48%	48%
Mental Health Counselor EdD/PhD	15%	9%	5%	7%	8%
Case Manager/Coordinator MSW/MA	37%	33%	40%	31%	34%
Case Manager/Coordinator PhD/DSW	2%	2%	2%	1%	2%
Other Clinical BA	48%	48%	45%	45%	47%
Other Clinical MA	33%	22%	31%	22%	25%
Other Clinical PhD	8%	6%	1%	1%	4%

Section II

Management
Staffing and Compensation

Table 16. Overview of Management Staffing by Region

Position	Percentage of Organizations Reporting Existing Full-time Management										
	I	II	III	IV	V	VI	VII	VIII	IX	X	National Average
Executive Director	88%	84%	70%	89%	86%	88%	89%	83%	91%	76%	85%
Assistant/Associate Director	34%	34%	36%	51%	43%	23%	18%	31%	32%	18%	35%
Chief Finance/Business Officer	83%	47%	67%	79%	56%	50%	44%	63%	50%	39%	58%
Medical Director (MD)	51%	19%	33%	40%	25%	45%	27%	34%	18%	5%	30%
Clinical Director (non-MD)	27%	28%	33%	49%	41%	48%	27%	23%	41%	34%	36%
Manager/Department Head Responsible for:											
Finance (other than CFO above)	20%	44%	15%	23%	34%	35%	20%	17%	23%	21%	30%
Human Resources/Personnel	61%	22%	33%	53%	26%	35%	16%	29%	23%	24%	31%
Marketing	17%	3%	11%	15%	5%	10%	7%	14%	4%	0%	8%
Information Services (MIS)	44%	22%	33%	25%	29%	18%	7%	14%	14%	6%	24%
Development	12%	6%	4%	9%	7%	3%	9%	3%	9%	8%	5%
Planning	0%	3%	0%	13%	5%	5%	0%	6%	4%	5%	5%
EAP/Business & Industry Svcs.	17%	13%	7%	13%	9%	0%	0%	3%	0%	3%	8%
Public Information	10%	6%	7%	11%	11%	13%	7%	11%	2%	11%	9%
Consultation/ Educ./ Prevention	2%	19%	11%	15%	18%	10%	13%	11%	2%	5%	13%
Quality Assurance	40%	13%	11%	32%	19%	18%	7%	9%	9%	8%	19%
Research/Evaluation	5%	6%	7%	4%	9%	3%	4%	0%	9%	0%	6%
Clinical Supervision	14%	22%	19%	22%	28%	25%	16%	20%	26%	16%	21%
Maintenance/Properties Mgmt.	24%	16%	11%	28%	18%	43%	11%	8%	13%	8%	17%
Community Support Program	36%	3%	15%	28%	26%	28%	38%	17%	4%	26%	25%
Executive Secty/Admin.Asst.	60%	56%	44%	58%	60%	50%	42%	51%	43%	39%	50%

Table 17. Overview of Management Staffing by Service Area Type

Position	Percentage of Organizations Reporting Existing Full-time Management				
	Large Urban	Urban	Suburban	Rural	National Average
	83%	86%	90%	64%	85%
Assistant/Associate Director	44%	35%	39%	31%	35%
Chief Finance/Business Officer	58%	61%	60%	59%	58%
Medical Director (MD)	29%	38%	33%	28%	32%
Clinical Director (non-MD)	29%	43%	44%	33%	36%
Manager/Department Head Responsible for:					
Finance (other than CFO above)	35%	30%	43%	21%	30%
Human Resources/Personnel	46%	40%	29%	22%	31%
Marketing	10%	11%	18%	3%	8%
Information Services (MIS)	35%	26%	22%	17%	24%
Development	10%	8%	10%	4%	7%
Planning	10%	5%	4%	4%	5%
EAP/Business & Industry Svcs.	6%	7%	9%	8%	8%
Public Information	12%	12%	12%	5%	9%
Consultation/ Educ./ Prevention	12%	14%	12%	11%	13%
Quality Assurance	31%	25%	20%	12%	19%
Research/Evaluation	13%	3%	10%	4%	6%
Clinical Supervision	19%	24%	26%	20%	22%
Maintenance/Properties Mgmt.	25%	24%	20%	9%	17%
Community Support Program	17%	26%	22%	27%	25%
Executive Secty/Admin.Asst.	60%	58%	67%	47%	55%

Table 18. Management Staff Compensation — National

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	6	$ 55,000	$ 41,000	$ 60,000
Assistant/Associate Executive	4	43,000	36,000	49,000
Chief Finance/Business Officer	4	38,000	30,000	45,000
Medical Director (MD)	3	100,000	85,000	110,000
Clinical Director (non-MD)	3	42,000	33,000	47,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	28,000	24,000	35,000
• Human Resources/Personnel	4	30,000	24,000	55,000
• Marketing	3	31,000	27,000	40,000
• Information Services (MIS)	3	30,000	25,000	37,000
• Development	3	32,000	28,000	42,000
• Planning	5	37,000	30,000	42,000
• EAP/Business & Industry Services	3	30,000	27,000	38,000
• Public Information	4	27,000	23,000	34,000
• Consultation/Educ/Prevention	5	31,000	25,000	37,000
• Quality Assurance	3	33,000	25,000	39,000
• Research/Evaluation	5	35,000	27,000	41,000
• Clinical Supervision	5	36,000	28,000	40,000
• Maintenance/Properties	4	28,000	22,000	31,000
• Community Support Programs	3	35,000	28,000	42,000
• Executive Secty/Admin. Asst.	5	22,000	17,000	25,000

Table 19. Management Staff Compensation — Region I

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	8	$ 62,000	$ 50,000	$ 69,000
Assistant/Associate Executive Director	4	51,000	43,000	56,000
Chief Finance/Business Officer	4	44,000	36,000	52,000
Medical Director (MD)	3	98,000	90,000	118,000
Clinical Director (non-MD)	5	42,000	35,000	48,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	27,000	25,000	36,000
• Human Resources/Personnel	3	30,000	24,000	35,000
• Marketing	5†	29,000†	25,000†	35,000†
• Information Services (MIS)	3	25,000	22,000	30,000
• Development	3	32,000	30,000	43,000
• Planning	‡	‡	‡	‡
• EAP/Business & Industry Services	4	34,000	28,000	41,000
• Public Information	5	29,000	20,000	31,000
• Consultation/Educ/Prevention	7†	31,000†	27,000†	43,000†
• Quality Assurance	3	35,000	26,000	38,000
• Research/Evaluation	7†	40,000†	40,000†	60,000†
• Clinical Supervision	3	34,000	25,000	37,000
• Maintenance/Properties	4	25,000	23,000	30,000
• Community Support Programs	6	38,000	32,000	47,000
• Executive Secty/Admin. Asst.	5	23,000	18,000	26,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 20. Management Staff Compensation — Region II

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	10	$ 62,000	$ 50,000	$ 72,000
Assistant/Associate Executive Director	3	45,000	37,000	58,000
Chief Finance/Business Officer	8	48,000	30,000	50,000
Medical Director (MD)	5	102,000	100,000	130,000
Clinical Director (non-MD)	4	47,000	38,000	55,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	7	35,000	30,000	40,000
• Human Resources/Personnel	4	33,000	30,000	39,000
• Marketing	‡	52,000†	36,000†	64,000†
• Information Services (MIS)	2	39,000	31,000	45,000
• Development	10	48,000	44,000	67,000
• Planning	1†	31,000†	31,000†	36,000†
• EAP/Business & Industry Services	5	40,000	33,000	44,000
• Public Information	10	41,000	32,000	44,000
• Consultation/Educ/Prevention	8	48,000	37,000	50,000
• Quality Assurance	10	42,000	33,000	50,000
• Research/Evaluation	9	48,000	31,000	51,000
• Clinical Supervision	4	36,000	28,000	40,000
• Maintenance/Properties	4	48,000	45,000	66,000
• Community Support Programs	14†	58,000†	37,000†	55,000†
• Executive Secty/Admin. Asst.	11	28,000	22,000	30,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 21. Management Staff Compensation — Region III

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	4	$ 56,000	$ 46,000	$ 68,000
Assistant/Associate Executive Director	4	40,000	34,000	48,000
Chief Finance/Business Officer	3	41,000	35,000	52,000
Medical Director (MD)	5	85,000	65,000	100,000
Clinical Director (non-MD)	2	41,000	36,000	53,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	30,000	23,000	37,000
• Human Resources/Personnel	3	33,000	25,000	40,000
• Marketing	3	29,000	28,000	36,000
• Information Services (MIS)	4	27,000	26,000	38,000
• Development	1†	49,000†	25,000	30,000
• Planning	‡	‡	‡	‡
• EAP/Business & Industry Services	3	31,000	26,000	36,000
• Public Information	10	44,000	26,000	43,000
• Consultation/Educ/Prevention	13	35,000	30,000	45,000
• Quality Assurance	2	37,000	28,000	41,000
• Research/Evaluation	3	60,000	45,000	52,000
• Clinical Supervision	12	46,000	35,000	42,000
• Maintenance/Properties	3	37,000	30,000	32,000
• Community Support Programs	5	37,000	30,000	43,000
• Executive Secty/Admin. Asst.	4	21,000	16,000	24,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 22. Management Staff Compensation — Region IV

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	7	$ 61,000	$ 41,000	$ 63,000
Assistant/Associate Executive Director	4	44,000	33,000	55,000
Chief Finance/Business Officer	3	36,000	28,000	45,000
Medical Director (MD)	3	100,000	77,000	115,000
Clinical Director (non-MD)	5	43,000	52,000	47,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	26,000	24,000	37,000
• Human Resources/Personnel	4	26,000	22,000	33,000
• Marketing	2	27,000	24,000	31,000
• Information Services (MIS)	5	32,000	28,000	41,000
• Development	3	31,000	26,000	44,000
• Planning	7	31,000	25,000	40,000
• EAP/Business & Industry Services	2	23,000	21,000	38,000
• Public Information	4	23,000	19,000	30,000
• Consultation/Educ/Prevention	9	28,000	22,000	31,000
• Quality Assurance	3	28,000	25,000	40,000
• Research/Evaluation	4	24,000	19,000	30,000
• Clinical Supervision	2	31,000	28,000	38,000
• Maintenance/Properties	4	23,000	20,000	30,000
• Community Support Programs	3	31,000	28,000	45,000
• Executive Secty/Admin. Asst.	4	19,000	16,000	25,000

Table 23. Management Staff Compensation — Region V

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	7	$ 55,000	$ 40,000	$ 59,000
Assistant/Associate Executive Director	5	43,000	35,000	48,000
Chief Finance/Business Officer	5	38,000	29,000	44,000
Medical Director (MD)	5	107,000	100,000	121,000
Clinical Director (non-MD)	3	45,000	34,000	50,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	4	28,000	23,000	33,000
• Human Resources/Personnel	5	28,000	23,000	34,000
• Marketing	4	33,000	24,000	37,000
• Information Services (MIS)	3	29,000	23,000	35,000
• Development	3	30,000	18,000	41,000
• Planning	3	38,000	30,000	44,000
• EAP/Business & Industry Services	3	29,000	24,000	36,000
• Public Information	4	26,000	23,000	33,000
• Consultation/Educ/Prevention	4	31,000	24,000	37,000
• Quality Assurance	2	30,000	23,000	35,000
• Research/Evaluation	7	35,000	26,000	37,000
• Clinical Supervision	6	35,000	28,000	39,000
• Maintenance/Properties	5	29,000	20,000	29,000
• Community Support Programs	4	34,000	27,000	39,000
• Executive Secty/Admin. Asst.	5	22,000	17,000	25,000

Table 24. Management Staff Compensation — Region VI

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	6	$55,000	$36,000	$60,000
Assistant/Associate Executive Director	8	43,000	40,000	59,000
Chief Finance/Business Officer	4	37,000	29,000	45,000
Medical Director (MD)	3	99,000	92,000	105,000
Clinical Director (non-MD)	3	38,000	30,000	44,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	4	28,000	19,000	29,000
• Human Resources/Personnel	5	28,000	23,000	34,000
• Marketing	2	31,000	29,000	43,000
• Information Services (MIS)	3	39,000	28,000	42,000
• Development	3	28,000	25,000	40,000
• Planning	‡	‡	‡	‡
• EAP/Business & Industry Services	‡	‡	23,000†	40,000†
• Public Information	4	36,000	26,000	40,000
• Consultation/Educ/Prevention	1	28,000	23,000	38,000
• Quality Assurance	5	36,000	29,000	40,000
• Research/Evaluation	‡	‡	‡	‡
• Clinical Supervision	[illegible]	38,000	26,000	41,000
• Maintenance/Properties	7	31,000	24,000	36,000
• Community Support Programs	1	37,000	24,000	44,000
• Executive Secty/Admin. Asst.	5	19,000	17,000	25,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 25. Management Staff Compensation — Region VII

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	6	$48,000	$38,000	$50,000
Assistant/Associate Executive Director	3	33,000	27,000	38,000
Chief Finance/Business Officer	5	30,000	28,000	38,000
Medical Director (MD)	6	86,000	110,000	98,000
Clinical Director (non-MD)	4	41,000	35,000	50,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	4	25,000	24,000	37,000
• Human Resources/Personnel	5	32,000	29,000	44,000
• Marketing	4	33,000	31,000	44,000
• Information Services (MIS)	2	27,000	26,000	34,000
• Development	5	34,000	27,000	39,000
• Planning	15†	‡	25,000†	43,000†
• EAP/Business & Industry Services	‡	‡	‡	‡
• Public Information	4	25,000	25,000	36,000
• Consultation/Educ/Prevention	7	32,000	25,000	37,000
• Quality Assurance	2	30,000	26,000	37,000
• Research/Evaluation	5	31,000	26,000	41,000
• Clinical Supervision	9	38,000	29,000	40,000
• Maintenance/Properties	4	25,000	22,000	32,000
• Community Support Programs	6	31,000	26,000	39,000
• Executive Secty/Admin. Asst.	7	20,000	16,000	22,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 26. Management Staff Compensation — Region VIII

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	8	$50,000	$40,000	$53,000
Assistant/Associate Executive Director	7	46,000	38,000	52,000
Chief Finance/Business Officer	4	34,000	31,000	48,000
Medical Director (MD)	4	89,000	85,000	100,000
Clinical Director (non-MD)	7	36,000	29,000	41,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	8	21,000	18,000	25,000
• Human Resources/Personnel	6	28,000	25,000	38,000
• Marketing	4	34,000	29,000	40,000
• Information Services (MIS)	7	30,000	25,000	34,000
• Development	5	40,000	35,000	44,000
• Planning	4†	41,000†	40,000†	45,000†
• EAP/Business & Industry Services	1†	31,000†	35,000†	48,000†
• Public Information	2	27,000	27,000	36,000
• Consultation/Educ/Prevention	2	28,000	24,000	36,000
• Quality Assurance	6	36,000	33,000	38,000
• Research/Evaluation	‡	‡	27,000†	42,000†
• Clinical Supervision	2	31,000	28,000	43,000
• Maintenance/Properties	3	22,000	21,000	30,000
• Community Support Programs	2	33,000	29,000	37,000
• Executive Secty/Admin. Asst.	5	20,000	18,000	23,000

† Figure based on a single case
‡ Data insufficient or not available

Table 27. Management Staff Compensation — Region IX

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	3	$53,000	$41,000	$57,000
Assistant/Associate Executive Director	3	40,000	29,000	37,000
Chief Finance/Business Officer	5	41,000	34,000	47,000
Medical Director (MD)	1	80,000	67,000	99,000
Clinical Director (non-MD)	4	39,000	53,000	46,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	5	30,000	25,000	40,000
• Human Resources/Personnel	2	28,000	27,000	40,000
• Marketing	1†	39,000†	30,000†	41,000†
• Information Services (MIS)	1	47,000	38,000	49,000
• Development	5	30,000	32,000	37,000
• Planning	5†	44,000†	‡	‡
• EAP/Business & Industry Services	‡	‡	‡	‡
• Public Information	‡	‡	‡	‡
• Consultation/Educ/Prevention	5†	38,000†	‡	‡
• Quality Assurance	2	52,000	43,000	53,000
• Research/Evaluation	6	48,000	42,000	54,000
• Clinical Supervision	4	36,000	35,000	48,000
• Maintenance/Properties	3	32,000	32,000	40,000
• Community Support Programs	1	64,000	56,000	68,000
• Executive Secty/Admin. Asst.	2	24,000	21,000	28,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 28. Management Staff Compensation — Region X

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	6	$52,000	$41,000	$53,000
Assistant/Associate Executive Director	5	38,000	36,000	44,000
Chief Finance/Business Officer	5	38,000	30,000	42,000
Medical Director (MD)	11	138,000	115,000	123,000
Clinical Director (non-MD)	2	44,000	32,000	46,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	32,000	25,000	35,000
• Human Resources/Personnel	5	37,000	32,000	40,000
• Marketing	‡	‡	‡	‡
• Information Services (MIS)	3	33,000	29,000	35,000
• Development	2	35,000	28,000	40,000
• Planning	4	35,000	30,000	39,000
• EAP/Business & Industry Services	7†	27,000†	25,000†	29,000†
• Public Information	4	27,000	23,000	29,000
• Consultation/Educ/Prevention	5	29,000	25,000	32,000
• Quality Assurance	7	29,000	27,000	35,000
• Research/Evaluation	‡	‡	‡	‡
• Clinical Supervision	3	46,000	34,000	37,000
• Maintenance/Properties	3	30,000	28,000	31,000
• Community Support Programs	4	41,000	36,000	44,000
• Executive Secty/Admin. Asst.	2	27,000	22,000	25,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 29. Management Staff Compensation — Large Urban

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	5	$62,000	$49,000	$70,000
Assistant/Associate Executive Director	4	45,000	39,000	58,000
Chief Finance/Business Officer	6	44,000	35,000	50,000
Medical Director (MD)	2	100,000	84,000	113,000
Clinical Director (non-MD)	4	46,000	34,000	47,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	32,000	27,000	40,000
• Human Resources/Personnel	4	33,000	28,000	40,000
• Marketing	3	36,000	30,000	45,000
• Information Services (MIS)	4	35,000	29,000	40,000
• Development	3	30,000	26,000	40,000
• Planning	5	46,000	36,000	47,000
• EAP/Business & Industry Services	6	31,000	26,000	40,000
• Public Information	5	32,000	22,000	34,000
• Consultation/Educ/Prevention	9	32,000	25,000	41,000
• Quality Assurance	2	30,000	26,000	39,000
• Research/Evaluation	5	36,000	32,000	49,000
• Clinical Supervision	6	32,000	27,000	42,000
• Maintenance/Properties	5	33,000	29,000	38,000
• Community Support Programs	2	38,000	33,000	47,000
• Executive Secty/Admin. Asst.	5	24,000	18,000	27,000

Table 30. Management Staff Compensation — Urban

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	10	$60,000	$45,000	$63,000
Assistant/Associate Executive Director	6	45,000	36,000	52,000
Chief Finance/Business Officer	4	40,000	32,000	46,000
Medical Director (MD)	5	99,000	86,000	114,000
Clinical Director (non-MD)	4	44,000	36,000	50,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	29,000	25,000	34,000
• Human Resources/Personnel	3	30,000	26,000	36,000
• Marketing	3	36,000	30,000	42,000
• Information Services (MIS)	3	34,000	25,000	37,000
• Development	4	32,000	28,000	38,000
• Planning	4	34,000	31,000	44,000
• EAP/Business & Industry Services	2	29,000	26,000	38,000
• Public Information	4	28,000	24,000	36,000
• Consultation/Educ/Prevention	6	31,000	25,000	36,000
• Quality Assurance	3	33,000	26,000	40,000
• Research/Evaluation	3	33,000	26,000	39,000
• Clinical Supervision	3	34,000	28,000	40,000
• Maintenance/Properties	5	27,000	21,000	30,000
• Community Support Programs	4	37,000	30,000	40,000
• Executive Secty/Admin. Asst.	4	22,000	18,000	26,000

Table 31. Management Staff Compensation — Suburban

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	7	$62,000	$42,000	$63,000
Assistant/Associate Executive Director	3	43,000	36,000	50,000
Chief Finance/Business Officer	4	43,000	32,000	46,000
Medical Director (MD)	3	106,000	90,000	117,000
Clinical Director (non-MD)	3	41,000	33,000	47,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	3	29,000	25,000	35,000
• Human Resources/Personnel	4	29,000	23,000	33,000
• Marketing	3	29,000	24,000	34,000
• Information Services (MIS)	3	29,000	24,000	35,000
• Development	3	35,000	32,000	46,000
• Planning	5	37,000	35,000	45,000
• EAP/Business & Industry Services	3	37,000	30,000	41,000
• Public Information	3	25,000	23,000	29,000
• Consultation/Educ/Prevention	7	36,000	27,000	40,000
• Quality Assurance	3	36,000	27,000	39,000
• Research/Evaluation	7	43,000	30,000	50,000
• Clinical Supervision	6	41,000	29,000	42,000
• Maintenance/Properties	4	30,000	24,000	32,000
• Community Support Programs	7	38,000	30,000	45,000
• Executive Secty/Admin. Asst.	6	22,000	18,000	25,000

Table 32. Management Staff Compensation — Rural

Position	Current Staff		Salary Ranges	
	Average Years in Position	Average Salary	Minimum Salary	Maximum Salary
Executive Director	5	$50,000	$40,000	$55,000
Assistant/Associate Executive Director	5	40,000	32,000	45,000
Chief Finance/Business Officer	4	34,000	27,000	40,000
Medical Director (MD)	4	102,000	83,000	107,000
Clinical Director (non-MD)	4	40,000	30,000	45,000
Manager/Dept. Head Responsible for:				
• Finance (other than CFO above)	4	24,000	21,000	30,000
• Human Resources/Personnel	5	25,000	22,000	35,000
• Marketing	2	25,000	25,000	30,000
• Information Services (MIS)	3	27,000	22,000	34,000
• Development	3	38,000	30,000	40,000
• Planning	3	32,000	25,000	39,000
• EAP/Business & Industry Services	2	29,000	25,000	36,000
• Public Information	4	23,000	22,000	31,000
• Consultation/Educ/Prevention	4	30,000	24,000	33,000
• Quality Assurance	4	28,000	23,000	35,000
• Research/Evaluation	5	31,000	25,000	35,000
• Clinical Supervision	1	18,000	16,000	26,000
• Maintenance/Properties	4	22,000	19,000	29,000
• Community Support Programs	3	32,000	26,000	38,000
• Executive Secty/Admin. Asst.	5	20,000	16,000	23,000

Section III

Clinical and Support Staffing and Compensation

Table 33a. Staff Compensation with Management Responsibilities by Discipline — National

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$65.00	$67.50	$70.00
	(annual)	1	$84,000	$91,500	$102,000
Psychologists	Master's	1	27,000	33,500	40,000
	PhD	1	35,000	42,000	49,000
Social Workers	BASW	1	19,000	24,000	29,000
	MSW	2	26,000	31,500	37,000
	DSW	1	34,000	38,000	42,000
	LCSW	2	26,000	33,000	40,000
Nurses	LN	1	18,000	22,000	26,000
	RN	1	25,000	30,500	36,000
	BA	1	25,000	31,000	37,000
	MA	1	28,000	34,500	41,000
Occupational and Recreation Therapists		1	23,000	27,500	32,000
Rehab Counselors	MA/MS	1	24,000	29,000	34,000
	EdD/PhD	1	24,000	28,500	33,000
Marriage and Family Therapists	MA/MS	1	24,000	30,000	36,000
	EdD/PhD	1	28,000	34,000	40,000
Mental Health Counselors	MA/MS	1	24,000	29,500	35,000
	EdD/PhD	1	26,000	33,500	41,000
Case Managers/Coordinators	MSW/MA	1	24,000	29,500	35,000
	PhD/DSW	1	30,000	37,500	45,000
	Other	1	20,000	24,000	28,000
Paraprofessionals/ MH Technicians	(below BA)	1	17,000	21,000	25,000
Residential Staff	Managers	2	20,000	24,000	28,000
	Aides	1	15,000	18,000	21,000
Other Clinical Personnel	BA	1	20,000	25,000	30,000
	MA	2	25,000	31,000	37,000
	PhD	1	32,000	39,000	47,000
Secretary		2	16,000	19,500	23,000
Accounting Clerk		1	14,000	17,000	20,000
Records Clerk		1	14,000	17,500	21,000

‡ Data insufficient or not available.

Table 33b. Staff Compensation without Management Responsibilities by Discipline — National

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$60.00	$63.50	$67.00
	(annual)	1	$75,000	$81,500	$98,000
Psychologists	Master's	3	23,000	28,500	34,000
	PhD	2	30,000	36,000	43,000
Social Workers	BASW	4	17,000	20,500	24,000
	MSW	5	22,000	27,000	32,000
	DSW	2	24,000	30,500	37,000
	LCSW	3	23,000	28,500	34,000
Nurses	LN	2	16,000	19,500	23,000
	RN	3	22,000	26,000	30,000
	BA	2	22,000	27,000	32,000
	MA	1	24,000	30,000	36,000
Occupational and Recreation Therapists		2	20,000	24,500	29,000
Rehab Counselors	MA/MS	2	20,000	24,500	29,000
	EdD/PhD	3	19,000	24,500	30,000
Marriage and Family Therapists	MA/MS	2	21,000	25,500	30,000
	EdD/PhD	1	26,000	31,500	35,000
Mental Health Counselors	MA/MS	5	20,000	25,000	30,000
	EdD/PhD	1	24,000	30,000	36,000
Case Managers/Coordinators	MSW/MA	2	21,000	25,500	30,000
	PhD/DSW	4	31,000	36,000	41,000
	Other	5	17,000	20,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	7	14,000	17,000	20,000
Residential Staff	Managers	1	18,000	22,000	26,000
	Aides	10	12,000	15,500	19,000
Other Clinical Personnel	BA	6	17,000	20,500	24,000
	MA	3	21,000	26,500	32,000
	PhD	1	26,000	34,500	43,000
Secretary		7	13,000	16,000	19,000
Accounting Clerk		2	13,000	15,500	18,000
Records Clerk		2	13,000	15,500	18,000

Table 34a. Staff Compensation with Management Responsibilities by Discipline — Region I

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$60.00	$67.50	$75.00
	(annual)	1	$80,000	$90,500	$101.000
Psychologists	Master's	2	27,000	33,500	40,000
	PhD	1	37,000	42,500	48,000
Social Workers	BASW	1	23,000	28,500	34,000
	MSW	2	25,000	32,000	39,000
	DSW	2	26,000	29,000	32,000
	LCSW	2	25,000	32,000	39,000
Nurses	LN	‡	‡	‡	‡
	RN	1	25,000	30,500	36,000
	BA	2	25,000	28,500	32,000
	MA	1	28,000	33,500	39,000
Occupational and Recreation Therapists		2	25,000	32,000	39,000
Rehab Counselors	MA/MS	1	21,000	24,500	28,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	1	24,000	29,500	35,000
	EdD/PhD	‡	27,000	35,000	43,000
Mental Health Counselors	MA/MS	5	25,000	29,000	33,000
	EdD/PhD	‡	29,000	40,000	51,000
Case Managers/ Coordinators	MSW/MA	2	26,000	31,500	37,000
	PhD/DSW	1	33,000	43,000	53,000
	Other	3	23,000	26,500	30,000
Paraprofessionals/ MH Technicians	(below BA)	1	17,000	22,000	27,000
Residential Staff	Managers	3	20,000	25,500	31,000
	Aides	‡	16,000	20,500	25,000
Other Clinical Personnel	BA	1	23,000	26,500	30,000
	MA	2	27,000	30,500	34,000
	PhD	‡	‡	‡	‡
Secretary		3	18,000	21,500	25,000
Accounting Clerk		2	19,000	21,500	24,000
Records Clerk		1	13,000	16,500	20,000

‡ Data insufficient or not available.

Table 34b. Staff Compensation without Management Responsibilities by Discipline — Region I

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$60.00	$67.00	$74.00
	(annual)	1	$70,000	$81,000	$92,000
Psychologists	Master's	4	21,000	27,000	33,000
	PhD	3	29,000	35,500	42,000
Social Workers	BASW	3	17,000	21,500	26,000
	MSW	5	22,000	27,000	32,000
	DSW	19	23,000	28,000	33,000
	LCSW	7	23,000	28,000	33,000
Nurses	LN	3	19,000	21,500	24,000
	RN	3	22,000	27,500	33,000
	BA	2	21,000	26,000	[illegible]000
	MA	2	23,000	29,000	35,000
Occupational and Recreation Therapists		2	20,000	24,000	28,000
Rehab Counselors	MA/MS	1	20,000	25,000	30,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	3	22,000	28,500	35,000
	EdD/PhD	1	24,000	32,000	40,000
Mental Health Counselors	MA/MS	11	21,000	24,500	28,000
	EdD/PhD	6	26,000	32,500	39,000
Case Managers/ Coordinators	MSW/MA	1	20,000	23,500	27,000
	PhD/DSW	‡	‡	‡	‡
	Other	12	18,000	21,000	24,000
Paraprofessionals/ MH Technicians	(below BA)	9	15,000	18,500	22,000
Residential Staff	Managers	2	21,000	24,000	27,000
	Aides	13	16,000	19,000	22,000
Other Clinical Personnel	BA	8	17,000	22,000	27,000
	MA	5	20,000	26,500	33,000
	PhD	1	30,000	35,500	41,000
Secretary		7	14,000	17,500	21,000
Accounting Clerk		2	15,000	18,500	22,000
Records Clerk		2	14,000	17,000	20,000

‡ Data insufficient or not available.

Table 35a. Staff Compensation with Management Responsibilities by Discipline — Region II

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$54.00	$58.00	$62.00
	(annual)	1	$80,000	$94,000	$108,000
Psychologists	Master's	1	35,000	42,500	50,000
	PhD	1	44,000	54,000	64,000
Social Workers	BASW	4	24,000	26,000	28,000
	MSW	2	33,000	39,500	50,000
	DSW	2	48,000	52,000	56,000
	LCSW	‡	‡	‡	‡
Nurses	LN	‡	‡	‡	‡
	RN	1	33,000	41,500	50,000
	BA	1	20,000	24,000	28,000
	MA	1	40,000	51,000	62,000
Occupational and Recreation Therapists		1	39,000	42,500	46,000
Rehab Counselors	MA/MS	1	28,000	30,000	32,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	2	23,000	27,500	32,000
	EdD/PhD	2	42,000	42,500	43,000
Mental Health Counselors	MA/MS	1	25,000	30,000	35,000
	EdD/PhD	‡	‡	‡	‡
Case Managers/ Coordinators	MSW/MA	4	23,000	28,500	34,000
	PhD/DSW	2	38,000	46,500	55,000
	Other	1	30,000	31,500	33,000
Paraprofessionals/ MH Technicians	(below BA)	1	15,000	19,000	23,000
Residential Staff	Managers	2	25,000	31,500	38,000
	Aides	‡	‡	‡	‡
Other Clinical Personnel	BA	1	23,000	26,500	30,000
	MA	3	34,000	42,000	50,000
	PhD	2	60,000	69,500	79,000
Secretary		2	23,000	24,000	25,000
Accounting Clerk		1	17,000	20,000	23,000
Records Clerk		1	21,000	22,000	23,000

‡ Data insufficient or not available.

Table 35b. Staff Compensation without Management Responsibilities by Discipline — Region II

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$52.00	$53.00	$54.00
	(annual)	3	$79,000	$85,000	$91,000
Psychologists	Master's	3	26,000	31,500	37,000
	PhD	2	35,000	38,500	42,000
Social Workers	BASW	6	20,000	22,000	24,000
	MSW	10	25,000	30,000	35,000
	DSW	‡	‡	‡	‡
	LCSW	4	24,000	29,000	34,000
Nurses	LN	10	20,000	25,000	30,000
	RN	3	25,000	30,000	35,000
	BA	1	22,000	26,000	30,000
	MA		23,000	25,500	28,000
Occupational and Recreation Therapists		2	23,000	27,500	32,000
Rehab Counselors	MA/MS	2	23,000	26,000	29,000
	EdD/PhD	36†	24,000†	32,000†	40,000†
Marriage and Family Therapists	MA/MS	1	24,000	28,000	32,000
	EdD/PhD	1	32,000	32,000	
Mental Health Counselors	MA/MS	5	24,000	29,500	33,000
	EdD/PhD	‡	‡	‡	‡
Case Managers/ Coordinators	MSW/MA	3	27,000	28,500	30,000
	PhD/DSW	‡	‡	‡	‡
	Other	3	19,000	21,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	3	17,000	20,500	24,000
Residential Staff	Managers	2	20,000	24,500	29,000
	Aides	11	17,000	19,500	22,000
Other Clinical Personnel	BA	10	19,000	22,000	25,000
	MA	11	27,000	31,000	35,000
	PhD	16	28,000	43,500	59,000
Secretary		5	15,000	18,000	21,000
Accounting Clerk		2	16,000	18,500	21,000
Records Clerk		4	15,000	17,500	20,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 36a. Staff Compensation with Management Responsibilities by Discipline — Region III

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$58.00	$60.00	$62.00
	(annual)	1	$66,000	$83,000	100,000
Psychologists	Master's	2	22,000	27,500	33,000
	PhD	1	38,000	47,500	57,000
Social Workers	BASW	2	15,000	20,500	26,000
	MSW	2	23,000	28,500	34,000
	DSW	1	52,000	64,000	76,000
	LCSW	1	22,000	31,500	41,000
Nurses	LN	1	17,000	19,000	21,000
	RN	2	21,000	28,500	36,000
	BA	1	30,000	34,500	39,000
	MA	1	36,000	40,500	45,000
Occupational and Recreation Therapists		1	23,000	28,500	34,000
Rehab Counselors	MA/MS	2	20,000	25,000	30,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	‡	‡	‡	‡
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	1	22,000	28,000	34,000
	EdD/PhD	2	20,000	22,500	25,000
Case Managers/ Coordinators	MSW/MA	2	23,000	28,000	33,000
	PhD/DSW	1	30,000	36,500	43,000
	Other	1	20,000	23,500	27,000
Paraprofessionals/ MH Technicians	(below BA)	4	15,000	21,000	27,000
Residential Staff	Managers	1	21,000	27,500	34,000
	Aides	2	13,000	17,500	21,000
Other Clinical Personnel	BA	2	21,000	27,500	34,000
	MA	5	16,000	18,000	20,000
	PhD	‡	‡	‡	‡
Secretary		3	15,000	20,000	25,000
Accounting Clerk		1	15,000	20,000	25,000
Records Clerk		1	14,000	20,000	26,000

‡ Data insufficient or not available.

Table 36b. Staff Compensation without Management Responsibilities by Discipline — Region III

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	3	$52.00	$54.00	$56.00
	(annual)	2	$71,000	$79,500	$88,000
Psychologists	Master's	2	25,000	31,000	37,000
	PhD	3	35,000	40,000	45,000
Social Workers	BASW	3	17,000	20,000	23,000
	MSW	3	21,000	27,000	33,000
	DSW	‡	‡	‡	‡
	LCSW	2	26,000	31,500	35,000
Nurses	LN	1	18,000	22,000	26,000
	RN	2	21,000	25,000	29,000
	BA	2	26,000	30,000	34,000
	MA	3	34,000	40,000	46,000
Occupational and Recreation Therapists		2	22,000	27,500	33,000
Rehab Counselors	MA/MS	3	19,000	22,500	26,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	3	18,000	23,000	28,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	8	20,000	25,500	31,000
	EdD/PhD	1	18,000	21,500	25,000
Case Managers/ Coordinators	MSW/MA	2	20,000	24,000	28,000
	PhD/DSW	3	35,000	38,500	42,000
	Other	4	18,000	21,000	24,000
Paraprofessionals/ MH Technicians	(below BA)	7	13,000	16,000	19,000
Residential Staff	Managers	2	17,000	19,500	22,000
	Aides	10	12,000	15,500	19,000
Other Clinical Personnel	BA	13	18,000	21,500	25,000
	MA	4	21,000	26,500	32,000
	PhD	‡	‡	‡	‡
Secretary		8	13,000	16,000	19,000
Accounting Clerk		4	15,000	18,000	21.000
Records Clerk		2	14,000	16,000	18,000

‡ Data insufficient or not available.

Table 37a. Staff Compensation with Management Responsibilities by Discipline — Region IV

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	‡	$58.00	$75.00	$92.00
	(annual)	1	$70,000	$85,000	$100,000
Psychologists	Master's	2	26,000	32,000	38,000
	PhD	1	33,000	41,000	49,000
Social Workers	BASW	‡	16,000	21,000	26,000
	MSW	2	23,000	30,000	37,000
	DSW	‡	‡	‡	‡
	LCSW	1	28,000	33,000	38,000
Nurses	LN	4	18,000	21,000	24,000
	RN	2	21,000	28,500	34,000
	BA	3	25,000	28,500	32,000
	MA	2	25,000	32,500	40,000
Occupational and Recreation Therapists		1	19,000	23,000	27,000
Rehab Counselors	MA/MS	2	22,000	27,000	32,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	4	21,000	27,500	34,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	2	22,000	27,500	33,000
	EdD/PhD	1	25,000	31,000	37,000
Case Managers/ Coordinators	MSW/MA	1	22,000	28,000	34,000
	PhD/DSW	1	30,000	38,500	47,000
	Other	1	17,000	22,500	28,000
Paraprofessionals/ MH Technicians	(below BA)	2	16,000	20,500	23,000
Residential Staff	Managers	2	17,000	21,500	26,000
	Aides	1	14,000	15,500	17,000
Other Clinical Personnel	BA	2	16,000	22,000	28,000
	MA	3	20,000	26,500	33,000
	PhD	1	31,000	39,500	48,000
Secretary		6	14,000	17,000	20,000
Accounting Clerk		1	12,000	14,500	17,000
Records Clerk		1	12,000	15,500	19,000

‡ Data insufficient or not available.

Table 37b. Staff Compensation without Management Responsibilities by Discipline — Region IV

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$60.00	$67.50	$75.00
	(annual)	1	$72,000	$88,500	$105,000
Psychologists	Master's	3	20,000	26,500	33,000
	PhD	2	28,000	35,500	43,000
Social Workers	BASW	1	16,000	20,000	24,000
	MSW	4	19,000	25,500	32,000
	DSW	‡	19,000	27,500	36,000
	LCSW	2	21,000	28,000	35,000
Nurses	LN	4	15,000	18,000	21,000
	RN	4	21,000	26,500	32,000
	BA	2	21,000	26,500	32,000
	MA	1	23,000	30,000	37,000
Occupational and Recreation Therapists		2	15,000	18,500	22,000
Rehab Counselors	MA/MS	1	19,000	23,500	28,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	1	18,000	23,000	28,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	7	19,000	24,000	29,000
	EdD/PhD	1	20,000	25,000	30,000
Case Managers/ Coordinators	MSW/MA	3	18,000	23,000	28,000
	PhD/DSW	‡	34,000	44,500	55,000
	Other	5	15,000	19,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	22	11,000	15,000	19,000
Residential Staff	Managers	2	13,000	18,500	24,000
	Aides	8	11,000	14,000	17,000
Other Clinical Personnel	BA	11	15,000	19,000	23,000
	MA	5	18,000	25,000	32,000
	PhD	1	24,000	31,500	39,000
Secretary		8	12,000	15,000	18,000
Accounting Clerk		3	13,000	16,000	19,000
Records Clerk		2	12,000	14,500	17,000

‡ Data insufficient or not available.

Table 38a. Staff Compensation with Management Responsibilities by Discipline — Region V

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$64.00	$68.50	$73.00
	(annual)	1	$95,000	$105,000	$116,000
Psychologists	Master's	1	28,000	34,000	40,000
	PhD	1	33,000	40,500	48,000
Social Workers	BASW	1	20,000	25,000	30,000
	MSW	2	25,000	30,500	36,000
	DSW	1	30,000	36,000	42,000
	LCSW	2	26,000	33,000	40,000
Nurses	LN	1	17,000	21,000	25,000
	RN	1	24,000	29,000	34,000
	BA	1	25,000	31,000	37,000
	MA	1	25,000	31,500	38,000
Occupational and Recreation Therapists		1	23,000	27,500	32,000
Rehab Counselors	MA/MS	1	25,000	31,500	38,000
	EdD/PhD	1	25,000	32,000	39,000
Marriage and Family Therapists	MA/MS	1	24,000	30,000	36,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	1	25,000	32,500	38,000
	EdD/PhD	1	27,000	35,500	44,000
Case Managers/ Coordinators	MSW/MA	1	25,000	30,000	35,000
	PhD/DSW	1	28,000	34,000	40,000
	Other	2	20,000	25,000	30,000
Paraprofessionals/ MH Technicians	(below BA)	1	16,000	21,000	26,000
Residential Staff	Managers	2	17,000	22,000	27,000
	Aides	1	15,000	18,500	21,000
Other Clinical Personnel	BA	1	20,000	25,000	30,000
	MA	1	26,000	32,000	38,000
	PhD	1	28,000	34,000	40,000
Secretary		2	15,000	19,000	23,000
Accounting Clerk		1	16,000	20,000	24,000
Records Clerk		1	14,000	17,500	23,000

‡ Data insufficient or not available.

Table 38b. Staff Compensation without Management Responsibilities by Discipline — Region V

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	2	$60.00	$65.00	$70.00
	(annual)	1	$80,000	$90,000	$100,000
Psychologists	Master's	4	23,000	28,500	34,000
	PhD	2	30,000	37,000	44,000
Social Workers	BASW	4	16,000	20,500	25,000
	MSW	5	22,000	27,000	32,000
	DSW	2	26,000	33,000	40,000
	LCSW	2	22,000	28,000	34,000
Nurses	LN	1	17,000	20,000	23,000
	RN	3	22,000	26,000	30,000
	BA	2	22,000	26,000	30,000
	MA	1	22,000	28,000	34,000
Occupational and Recreation Therapists		2	20,000	24,000	28,000
Rehab Counselors	MA/MS	2	20,000	25,500	31,000
	EdD/PhD	3	19,000	25,000	31,000
Marriage and Family Therapists	MA/MS	2	21,000	27,000	33,000
	EdD/PhD	3	29,000	37,0[illegible]	45,000
Mental Health Counselors	MA/MS	4	20,000	25,000	30,000
	EdD/PhD	2	23,000	30,500	38,000
Case Managers/ Coordinators	MSW/MA	3	21,000	26,500	32,000
	PhD/DSW	2	29,000	33,500	36,000
	Other	7	16,000	20,500	25,000
Paraprofessionals/ MH Technicians	(below BA)	6	14,000	17,000	20,000
Residential Staff	Managers	1	18,000	22,000	26,000
	Aides	9	12,000	15,000	18,000
Other Clinical Personnel	BA	6	17,000	20,000	23,000
	MA	2	21,000	25,500	30,000
	PhD	1	24,000	31,500	39,000
Secretary		7	13,000	16,000	19,000
Accounting Clerk		3	14,000	16,500	19,000
Records Clerk		1	13,000	15,500	18,000

Table 39a. Staff Compensation with Management Responsibilities by Discipline — Region VI

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$75.00	$87.50	$100.00
	(annual)	1	$92,000	$97,000	$102,000
Psychologists	Master's	1	24,000	34,500	45,000
	PhD	1	34,000	39,000	44,000
Social Workers	BASW	0	17,000	23,000	29,000
	MSW	1	24,000	32,500	41,000
	DSW	1	21,000	34,000	47,000
	LCSW	2	23,000	31,500	40,000
Nurses	LN	‡	18,000	22,000	26,000
	RN	2	22,000	30,500	39,000
	BA	3	24,000	32,500	41,000
	MA	1	23,000	32,000	41,000
Occupational and Recreation Therapists		1	27,000	33,000	39,000
Rehab Counselors	MA/MS	‡	‡	‡	‡
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	1	23,000	31,500	40,000
	EdD/PhD	2	27,000	31,000	35,000
Mental Health Counselors	MA/MS	1	22,000	27,500	33,000
	EdD/PhD	1	30,000	35,500	41,000
Case Managers/ Coordinators	MSW/MA	1	23,000	29,000	35,000
	PhD/DSW	‡	‡	‡	‡
	Other	1	16,000	21,500	27,000
Paraprofessionals/ MH Technicians	(below BA)	1	19,000	22,500	26,000
Residential Staff	Managers	2	19,000	21,500	24,000
	Aides	‡	‡	‡	‡
Other Clinical Personnel	BA	1	18,000	22,500	27,000
	MA	‡	‡	‡	‡
	PhD	1	33,000	39,000	45,000
Secretary		1	15,000	20,000	25,000
Accounting Clerk		1	12,000	14,500	17,000
Records Clerk		1	14,000	18,500	23,000

‡ Data insufficient or not available.

Table 39b. Staff Compensation without Management Responsibilities by Discipline — Region VI

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	3	$60.00	$64.00	$68.00
	(annual)	1	$81,000	$89,000	$97,000
Psychologists	Master's	3	24,000	28,500	33,000
	PhD	2	31,000	36,000	41,000
Social Workers	BASW	5	16,000	19,000	22,000
	MSW	4	22,000	27,000	32,000
	DSW	1	23,000	28,500	34,000
	LCSW	2	22,000	26,000	30,000
Nurses	LN	3	16,000	19,500	23,000
	RN	2	21,000	26,500	32,000
	BA	1	21,000	29,500	38,000
	MA	1	24,000	31,500	38,000
Occupational and Recreation Therapists		4	22,000	28,000	34,000
Rehab Counselors	MA/MS	2	19,000	21,000	23,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	7	20,000	23,500	27,000
	EdD/PhD	1	24,000	28,000	32,000
Mental Health Counselors	MA/MS	6	19,000	22,500	26,000
	EdD/PhD	1	29,000	32,500	36,000
Case Managers/ Coordinators	MSW/MA	1	22,000	26,000	30,000
	PhD/DSW	‡	‡	‡	‡
	Other	4	17,000	20,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	10	13,000	15,500	18,000
Residential Staff	Managers	4	15,000	16,500	18,000
	Aides	30	12,000	15,000	18,000
Other Clinical Personnel	BA	6	16,000	18,500	21,000
	MA	3	23,000	27,500	32,000
	PhD	‡	‡	‡	‡
Secretary		7	11,000	14,000	17,000
Accounting Clerk		3	12,000	15,000	18,000
Records Clerk		2	11,000	14,000	17,000

‡ Data insufficient or not available.

Table 40a. Staff Compensation with Management Responsibilities by Discipline — Region VII

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$64.00	$65.00	$66.00
	(annual)	1	$84,000	$97,000	$110,000
Psychologists	Master's	1	27,000	35,500	44,000
	PhD	2	33,000	39,500	46,000
Social Workers	BASW	3	18,000	21,500	25,000
	MSW	1	29,000	34,500	40,000
	DSW	‡	‡	‡	‡
	LCSW	1	29,000	35,500	42,000
Nurses	LN	‡	‡	‡	‡
	RN	1	27,000	30,500	34,000
	BA	1	27,000	33,000	39,000
	MA	2	34,000	39,500	45,000
Occupational and Recreation Therapists		2	22,000	26,000	30,000
Rehab Counselors	MA/MS	1	23,000	28,000	33,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	1	22,000	25,000	28,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	2	24,000	29,500	35,000
	EdD/PhD	1	38,000	46,000	54,000
Case Managers/ Coordinators	MSW/MA	1	25,000	27,000	29,000
	PhD/DSW	‡	‡	‡	‡
	Other	2	19,000	22,000	25,000
Paraprofessionals/ MH Technicians	(below BA)	1	18,000	19,500	21,000
Residential Staff	Managers	3	23,000	25,500	28,000
	Aides	‡	‡	‡	‡
Other Clinical Personnel	BA	‡	‡	‡	‡
	MA	1	30,000	35,500	41,000
	PhD	2	46,000	54,500	65,000
Secretary		3	16,000	18,000	20,000
Accounting Clerk		1	15,000	20,000	25,000
Records Clerk		1	19,000	20,500	22,000

‡ Data insufficient or not available.

Table 40b. Staff Compensation without Management Responsibilities by Discipline — Region VII

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	2	$70.00	$73.00	$76.00
	(annual)	1	$80,000	$92,000	$105,000
Psychologists	Master's	2	24,000	29,000	34,000
	PhD	2	29,000	35,500	42,000
Social Workers	BASW	2	18,000	20,500	23,000
	MSW	4	23,000	27,000	31,000
	DSW	2	24,000	31,000	38,000
	LCSW	3	24,000	29,500	35,000
Nurses	LN	3	15,000	18,000	21,000
	RN	2	22,000	25,500	29,000
	BA	1	22,000	25,500	29,000
	MA	1	25,000	30,000	35,000
Occupational and Recreation Therapists		2	21,000	24,000	27,000
Rehab Counselors	MA/MS	1	19,000	23,500	28,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	7	20,000	23,500	27,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	2	21,000	24,500	28,000
	EdD/PhD	1	23,000	29,500	36,000
Case Managers/ Coordinators	MSW/MA	2	21,000	25,500	30,000
	PhD/DSW	‡	‡	‡	‡
	Other	2	17,000	19,500	22,000
Paraprofessionals/ MH Technicians	(below BA)	4	13,000	16,000	19,000
Residential Staff	Managers	2	13,000	15,000	17,000
	Aides	19	11,000	14,000	17,000
Other Clinical Personnel	BA	4	18,000	21,000	24,000
	MA	6	23,000	25,500	28,000
	PhD	3	28,000	39,500	51,000
Secretary		7	11,000	14,500	18,000
Accounting Clerk		3	12,000	15,000	18,000
Records Clerk		2	12,000	14,500	17,000

‡ Data insufficient or not available.

Table 41a. Staff Compensation with Management Responsibilities by Discipline — Region VIII

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$53.00	$54.00	$55.00
	(annual)	1	$78,000	$88,500	$99,000
Psychologists	Master's	1	26,000	23,500	41,000
	PhD	1	32,000	39,000	46,000
Social Workers	BASW	‡	‡	‡	‡
	MSW	1	25,000	29,000	33,000
	DSW	16	25,000	33,500	42,000
	LCSW	2	26,000	30,000	34,000
Nurses	LN	1	37,000	40,000	43,000
	RN	1	23,000	27,500	32,000
	BA	1	24,000	30,500	37,000
	MA	2	27,000	32,000	37,000
Occupational and Recreation Therapists		1	22,000	32,000	42,000
Rehab Counselors	MA/MS	1	20,000	22,000	24,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	3†	25,000†	30,500†	36,000†
	EdD/PhD	1	24,000	30,000	36,000
Mental Health Counselors	MA/MS	1	25,000	34,500	44,000
	EdD/PhD	‡	‡	‡	‡
Case Managers/ Coordinators	MSW/MA	1	25,000	29,000	33,000
	PhD/DSW	‡	‡	‡	‡
	Other	1	19,000	22,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	1	13,000	17,500	22,000
Residential Staff	Managers	2	22,000	25,000	28,000
	Aides	5	13,000	17,500	22,000
Other Clinical Personnel	BA	5	23,000	27,500	32,000
	MA	3	23,000	30,000	37,000
	PhD	‡	‡	‡	‡
Secretary		1	18,000	20,000	22,000
Accounting Clerk		1	15,000	16,500	18,000
Records Clerk		1	16,000	18,000	20,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 41b. Staff Compensation without Management Responsibilities by Discipline — Region VIII

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	2	$60.00	$62.50	$65.00
	(annual)	2	$57,000	$72,000	$87,000
Psychologists	Master's	4	22,000	28,000	34,000
	PhD	3	28,000	33,500	37,000
Social Workers	BASW	6	17,000	20,000	23,000
	MSW	4	22,000	26,000	30,000
	DSW	20	25,000	30,500	36,000
	LCSW	5	22,000	26,000	30,000
Nurses	LN	3	17,000	18,500	20,000
	RN	2	21,000	25,500	30,000
	BA	2	23,000	27,000	31,000
	MA	1	26,000	31,500	37,000
Occupational and Recreation Therapists		1	18,000	23,500	29,000
Rehab Counselors	MA/MS	1	22,000	25,500	29,000
	EdD/PhD	1	20,000	23,000	26,000
Marriage and Family Therapists	M[illegible]	2	21,000	24,500	28,000
	E[illegible]D	2	24,000	27,500	31,000
Mental Health Counselors	MA/MS	8	21,000	25,500	30,000
	EdD/PhD	2	28,000	33,000	38,000
Case Managers/ Coordinators	MSW/MA	2	19,000	22,000	25,000
	PhD/DSW	‡	‡	‡	‡
	Other	3	17,000	19,000	21,000
Paraprofessionals/ MH Technicians	(below BA)	3	14,000	16,000	18,000
Residential Staff	Managers	1	19,000	22,000	25,000
	Aides	7	12,000	14,500	17,000
Other Clinical Personnel	BA	3	18,000	22,500	27,000
	MA	2	21,000	25,000	29,000
	PhD	1	25,000	29,500	34,000
Secretary		5	12,000	15,500	19,000
Accounting Clerk		2	13,000	16,000	19,000
Records Clerk		1	12,000	14,500	17,000

‡ Data insufficient or not available.

Table 42a. Staff Compensation with Management Responsibilities by Discipline — Region IX

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	‡	$87.00	$95.50	$110.00
	(annual)	4	$85,000	$94,000	$103,000
Psychologists	Master's	‡	‡	‡	‡
	PhD	1	39,000	34,500	50,000
Social Workers	BASW	1	20,000	25,000	30,000
	MSW	1	30,000	38,000	46,000
	DSW	2	34,000	35,000	36,000
	LCSW	1	33,000	38,500	44,000
Nurses	LN	‡	18,000	25,000	32,000
	RN	1	34,000	38,000	42,000
	BA	‡	31,000	34,500	38,000
	MA	1	37,000	40,500	44,000
Occupational and Recreation Therapists		‡	25,000	30,000	35,000
Rehab Counselors	MA/MS	‡	27,000	31,000	35,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	2	33,000	34,500	36,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	11†	21,000†	‡	‡
	EdD/PhD	‡	‡	‡	‡
Case Managers/ Coordinators	MSW/MA	1	26,000	30,500	35,000
	PhD/DSW	‡	‡	‡	‡
	Other	1	21,000	23,000	25,000
Paraprofessionals/ MH Technicians	(below BA)	‡	17,000	20,000	23,000
Residential Staff	Managers	3	21,000	27,000	33,000
	Aides	‡	‡	‡	‡
Other Clinical Personnel	BA	1	22,000	28,000	34,000
	MA	5	33,000	45,500	58,000
	PhD	10†	37,000†	53,500†	70,000†
Secretary		1	15,000	18,000	21,000
Accounting Clerk		1	17,000	19,000	21,000
Records Clerk		2	14,000	18,500	23,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 42b. Staff Compensation without Management Responsibilities by Discipline — Region IX

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$60.00	$61.00	$62.00
	(annual)	5	$75,000	$80,000	$85,000
Psychologists	Master's	‡	‡	‡	‡
	PhD	3	40,000	43,500	47,000
Social Workers	BASW	1†	23,000†	28,500†	34,000†
	MSW	2	26,000	29,000	37,000
	DSW	1	26,000	27,500	29,000
	LCSW	4	28,000	33,500	37,000
Nurses	LN	3	18,000	21,000	24,000
	RN	5	27,000	34,500	42,000
	BA	1	26,000	32,500	39,000
	MA	9	28,000	30,500	33,000
Occupational and Recreation Therapists		2	31,000	34,000	37,000
Rehab Counselors	MA/MS	4	24,000	29,500	35,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	5	26,000	29,500	33,000
	EdD/PhD	2	26,000	29,000	32,000
Mental Health Counselors	MA/MS	10	20,000	25,000	30,000
	EdD/PhD	1	‡	27,000	‡
Case Managers/ Coordinators	MSW/MA	1	29,000	30,500	32,000
	PhD/DSW	‡	‡	‡	‡
	Other	6	18,000	21,500	25,000
Paraprofessionals/ MH Technicians	(below BA)	13	18,000	20,500	23,000
Residential Staff	Managers	6	22,000	27,000	32,000
	Aides	40†	17,000†	18,000†	19,000†
Other Clinical Personnel	BA	5	18,000	22,000	26,000
	MA	8	23,000	28,500	34,000
	PhD	‡	‡	‡	‡
Secretary		4	15,000	18,000	21,000
Accounting Clerk		3	16,000	18,500	21,000
Records Clerk		2	16,000	18,000	20,000

† Figure based on a single case.
‡ Data insufficient or not available.

Table 43a. Staff Compensation with Management Responsibilities by Discipline — Region X

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	‡	$88.00	$88.00	$88.00
	(annual)	1	$115,000	$117,500	$120,000
Psychologists	Master's	1	40,000	45,000	50,000
	PhD	1	38,000	45,000	52,000
Social Workers	BASW	1	27,000	31,000	35,000
	MSW	1	29,000	32,500	36,000
	DSW	‡	‡	‡	‡
	LCSW	2	38,000	42,500	47,000
Nurses	LN	‡	27,000	30,500	34,000
	RN	1	28,000	32,500	37,000
	BA	1	30,000	39,500	49,000
	MA	1	37,000	40,500	44,000
Occupational and Recreation Therapists		‡	‡	‡	‡
Rehab Counselors	MA/MS	1	31,000	34,000	37,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	4	27,000	31,500	36,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	2	27,000	31,000	35,000
	EdD/PhD	1	34,000	34,000	34,000
Case Managers/ Coordinators	MSW/MA	2	23,000	28,500	34,000
	PhD/DSW	‡	‡	‡	‡
	Other	3	16,000	22,000	28,000
Paraprofessionals/ MH Technicians	(below BA)	1	18,000	22,500	27,000
Residential Staff	Managers	2	26,000	31,000	36,000
	Aides	‡	‡	‡	‡
Other Clinical Personnel	BA	3	17,000	20,500	24,000
	MA	2	31,000	33,500	36,000
	PhD	‡	‡	‡	‡
Secretary		1	17,000	19,500	22,000
Accounting Clerk		1	19,000	22,500	26,000
Records Clerk		1	13,000	16,000	19,000

‡ Data insufficient or not available.

Table 43b. Staff Compensation without Management Responsibilities by Discipline — Region X

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	2	$60.00	$62.50	$65.00
	(annual)	2	$80,000	$96,000	$112,000
Psychologists	Master's	1	30,000	35,500	41,000
	PhD	1	35,000	40,000	45,000
Social Workers	BASW	5	24,000	25,500	27,000
	MSW	5	24,000	27,500	31,000
	DSW	‡	36,000	45,000	54,000
	LCSW	2	32,000	37,000	42,000
Nurses	LN	3	20,000	23,000	26,000
	RN	5	25,000	28,500	32,000
	BA	2	29,000	32,000	35,000
	MA	1	31,000	35,500	40,000
Occupational and Recreation Therapists		2	20,000	22,500	25,000
Rehab Counselors	MA/MS	4	23,000	25,500	28,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	5	20,000	24,000	28,000
	EdD/PhD	1	33,000	39,500	46,000
Mental Health Counselors	MA/MS	7	24,000	27,500	31,000
	EdD/PhD	1	26,000	29,500	33,000
Case Managers/ Coordinators	MSW/MA	3	23,000	26,500	30,000
	PhD/DSW	‡	36,000	45,000	54,000
	Other	4	[illegible]	24,500	27,000
Paraprofessionals/ MH Technicians	(below BA)	6	17,000	19,500	22,000
Residential Staff	Managers	1	23,000	26,500	30,000
	Aides	4	18,000	20,500	23,000
Other Clinical Personnel	BA	8	20,000	23,000	26,000
	MA	5	24,000	28,000	32,000
	PhD	‡	36,000	45,000	54,000
Secretary		2	15,000	17,500	20,000
Accounting Clerk		2	15,000	17,000	19,000
Records Clerk		4	13,000	16,000	19,000

‡ Data insufficient or not available.

Table 44a. Staff Compensation with Management Responsibilities by Discipline — Large Urban

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	0	$60.00	$65.00	$70.00
	(annual)	1	$80,000	$92,000	$105,000
Psychologists	Master's	2	28,000	37,000	46,000
	PhD	2	34,000	42,000	50,000
Social Workers	BASW	2	19,000	23,500	28,000
	MSW	2	24,000	30,000	36,000
	DSW	1	48,000	52,000	56,000
	LCSW	2	30,000	37,500	45,000
Nurses	LN	2	17,000	20,500	24,000
	RN	2	27,000	31,500	36,000
	BA	1	30,000	35,000	40,000
	MA	4	32,000	38,500	45,000
Occupational and Recreation Therapists		1	23,000	28,000	33,000
Rehab Counselors	MA/MS	2	21,000	25,000	29,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	4	21,000	29,000	37,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	2	23,000	27,500	34,000
	EdD/PhD	1	20,000	31,000	42,000
Case Managers/ Coordinators	MSW/MA	4	24,000	29,500	35,000
	PhD/DSW	‡	37,000	48,500	60,000
	Other	1	21,000	23,500	28,000
Paraprofessionals/ MH Technicians	(below BA)	5	15,000	19,000	23,000
Residential Staff	Managers	2	19,000	25,000	31,000
	Aides	0	14,000	16,500	19,000
Other Clinical Personnel	BA	1	17,000	21,000	25,000
	MA	2	25,000	29,500	34,000
	PhD	2	44,000	53,000	62,000
Secretary		3	16,000	21,000	26,000
Accounting Clerk		3	16,000	20,500	25,000
Records Clerk		1	14,000	‡	23,000

‡ Data insufficient or not available.

Table 44b. Staff Compensation without Management Responsibilities by Discipline — Large Urban

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$53.00	$54.00	$55.00
	(annual)	2	$70,000	$79,500	$89,000
Psychologists	Master's	4	24,000	29,000	34,000
	PhD	2	33,000	39,000	45,000
Social Workers	BASW	5	18,000	21,500	25,000
	MSW	6	22,000	27,000	32,000
	DSW	0	22,000	27,000	32,000
	LCSW	5	23,000	28,500	34,000
Nurses	LN	2	17,000	20,000	23,000
	RN	5	24,000	29,500	35,000
	BA	1	25,000	30,500	36,500
	MA	2	30,000	33,000	36,000
Occupational and Recreation Therapists		2	22,000	28,000	34,000
Rehab Counselors	MA/MS	3	20,000	24,500	29,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	5	20,000	25,500	31,000
	EdD/PhD	‡	‡	‡	‡
Mental Health Counselors	MA/MS	6	20,000	24,500	29,000
	EdD/PhD	1	20,000	26,000	32,000
Case Managers/ Coordinators	MSW/MA	3	18,000	23,000	28,000
	PhD/DSW	2	40,000	48,500	57,000
	Other	10	17,000	20,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	16	14,000	18,000	22,000
Residential Staff	Managers	2	18,000	23,000	28,000
	Aides	20	9,000	12,000	15,000
Other Clinical Personnel	BA	7	17,000	21,000	25,000
	MA	5	21,000	26,500	32,000
	PhD	2	40,000	49,000	58,000
Secretary		7	9,000	11,500	14,000
Accounting Clerk		2	14,000	17,000	20,000
Records Clerk		3	14,000	16,500	19,000

‡ Data insufficient or not available.

Table 45a. Staff Compensation with Management Responsibilities by Discipline — Urban

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$65.00	$70.00	$75.00
	(annual)	1	$80,000	$90,000	$100,000
Psychologists	Master's	1	27,000	33,500	40,000
	PhD	1	36,000	42,500	49,000
Social Workers	BASW	1	20,000	25,000	30,000
	MSW	2	26,000	32,000	38,000
	DSW	2	30,000	34,500	39,000
	LCSW	1	26,000	32,000	38,000
Nurses	LN	0	19,000	25,500	32,000
	RN	1	25,000	30,500	36,000
	BA	2	25,000	31,500	38,000
	MA	1	29,000	35,500	42,000
Occupational and Recreation Therapists		1	25,000	32,000	39,000
Rehab Counselors	MA/MS	1	25,000	29,500	34,000
	EdD/PhD	‡	24,000	29,000	34,000
Marriage and Family Therapists	MA/MS	1	25,000	30,500	36,000
	EdD/PhD	1	27,000	31,000	35,000
Mental Health Counselors	MA/MS	1	25,000	30,000	35,000
	EdD/PhD	1	26,000	31,500	37,000
Case Managers/ Coordinators	MSW/MA	1	25,000	30,500	36,000
	PhD/DSW	1	24,000	29,500	35,000
	Other	1	20,000	24,000	28,000
Paraprofessionals/ MH Technicians	(below BA)	0	13,000	17,000	21,000
Residential Staff	Managers	3	21,000	25,500	30,000
	Aides	2	15,000	18,500	22,000
Other Clinical Personnel	BA	1	21,000	25,500	30,000
	MA	2	25,000	32,500	40,000
	PhD	1	32,000	40,000	48,000
Secretary		2	18,000	21,500	25,000
Accounting Clerk		1	14,000	18,500	23,000
Records Clerk		1	15,000	18,000	21,000

‡ Data insufficient or not available.

Table 45b. Staff Compensation without Management Responsibilities by Discipline — Urban

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	2	$58.00	$64.00	$70.00
	(annual)	2	$77,000	$87,000	$97,000
Psychologists	Master's	3	23,000	29,000	35,000
	PhD	2	32,000	37,500	43,000
Social Workers	BASW	5	17,000	20,500	24,000
	MSW	5	22,000	26,500	31,000
	DSW	2	26,000	30,000	34,000
	LCSW	4	22,000	27,500	33,000
Nurses	LN	4	17,000	20,000	23,000
	RN	3	23,000	27,000	31,000
	BA	2	22,000	27,000	32,000
	MA	1	25,000	30,500	36,000
Occupational and Recreation Therapists		2	19,000	23,500	26,000
Rehab Counselors	MA/MS	2	21,000	25,500	30,000
	EdD/PhD	18	18,000	24,000	30,000
Marriage and Family Therapists	MA/MS	5	22,000	27,000	32,000
	EdD/PhD	1	26,000	34,000	42,000
Mental Health Counselors	MA/MS	6	20,000	25,000	30,000
	EdD/PhD	2	23,000	28,500	34,000
Case Managers/ Coordinators	MSW/MA	2	18,000	23,000	28,000
	PhD/DSW	12	22,000	26,500	31,000
	Other	8	17,000	21,000	25,000
Paraprofessionals/ MH Technicians	(below BA)	1	8,000	9,500	11,000
Residential Staff	Managers	2	20,000	23,000	26,000
	Aides	11	14,000	16,500	19,000
Other Clinical Personnel	BA	9	17,000	20,500	24,000
	MA	3	22,000	26,500	29,000
	PhD	1	24,000	31,000	38,000
Secretary		7	13,000	16,000	19,000
Accounting Clerk		3	14,000	17,000	20,000
Records Clerk		3	13,000	15,500	18,000

Table 46a. Staff Compensation with Management Responsibilities by Discipline — Suburban

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$62.00	$63.00	$65.00
	(annual)	1	$85,000	$93,000	$100,000
Psychologists	Master's	1	28,000	34,500	41,000
	PhD	1	33,000	40,000	47,000
Social Workers	BASW	1	19,000	24,500	30,000
	MSW	2	24,000	30,500	37,000
	DSW	‡	30,000	36,500	43,000
	LCSW	2	24,000	32,000	40,000
Nurses	LN	‡	17,000	17,500	18,000
	RN	1	26,000	32,500	39,000
	BA	3	25,000	28,000	31,000
	MA	1	24,000	31,500	39,000
Occupational and Recreation Therapists		1	20,000	25,000	30,000
Rehab Counselors	MA/MS	1	26,000	33,000	40,000
	EdD/PhD	1	24,000	28,500	33,000
Marriage and Family Therapists	MA/MS	1	24,000	30,000	36,000
	EdD/PhD	1	28,000	34,000	40,000
Mental Health Counselors	MA/MS	1	23,000	30,500	38,000
	EdD/PhD	‡	28,000	35,500	43,000
Case Managers/ Coordinators	MSW/MA	1	22,000	28,000	34,000
	PhD/DSW	2	34,000	41,500	49,000
	Other	1	19,000	23,000	27,000
Paraprofessionals/ MH Technicians	(below BA)	1	18,000	21,000	24,000
Residential Staff	Managers	1	20,000	24,000	28,000
	Aides	‡	16,000	20,500	25,000
Other Clinical Personnel	BA	1	20,000	25,500	31,000
	MA	2	27,000	31,500	36,000
	PhD	‡	29,000	35,500	42,000
Secretary		2	18,000	21,000	24,000
Accounting Clerk		1	16,000	20,000	24,000
Records Clerk		1	16,000	19,000	22,000

‡ Data insufficient or not available.

Table 46b. Staff Compensation without Management Responsibilities by Discipline — Suburban

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	2	$62.00	$67.00	$73.00
	(annual)	2	$80,000	$90,000	$100,000
Psychologists	Master's	4	24,000	30,000	36,000
	PhD	2	30,000	37,500	45,000
Social Workers	BASW	5	18,000	21,000	24,000
	MSW	5	22,000	27,500	33,000
	DSW	‡	31,000	38,000	45,000
	LCSW	4	22,000	28,500	35,000
Nurses	LN	2	17,000	21,000	25,000
	RN	3	21,000	25,000	29,000
	BA	2	21,000	26,500	32,000
	MA	1	23,000	31,000	39,000
Occupational and Recreation Therapists		2	20,000	24,500	29,000
Rehab Counselors	MA/MS	2	20,000	25,000	30,000
	EdD/PhD	3	19,000	23,000	27,000
Marriage and Family Therapists	MA/MS	5	20,000	25,000	30,000
	EdD/PhD	2	29,000	33,500	38,000
Mental Health Counselors	MA/MS	6	19,000	24,500	30,500
	EdD/PhD	1	20,000	26,500	33,000
Case Managers/ Coordinators	MSW/MA	2	20,000	24,000	28,000
	PhD/DSW	‡	36,000	41,500	47,000
	Other	8	17,000	20,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	7	14,000	17,500	21,000
Residential Staff	Managers	2	20,000	24,000	28,000
	Aides	7	14,000	17,500	21,000
Other Clinical Personnel	BA	14	18,000	21,500	25,000
	MA	5	22,000	26,500	31,000
	PhD	1	33,000	40,000	47,000
Secretary		8	14,000	17,000	20,000
Accounting Clerk		3	14,000	17,000	20,000
Records Clerk		2	13,000	15,500	18,000

‡ Data insufficient or not available.

Table 47a. Staff Compensation with Management Responsibilities by Discipline — Rural

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$61.00	$66.50	$72.00
	(annual)	1	$85,000	$95,000	$105,000
Psychologists	Master's	1	27,000	33,000	39,000
	PhD	1	34,000	40,500	47,000
Social Workers	BASW	1	21,000	25,000	29,000
	MSW	1	26,000	31,500	37,000
	DSW	‡	28,000	35,000	42,000
	LCSW	2	27,000	33,500	40,000
Nurses	LN	1	18,000	22,000	26,000
	RN	1	24,000	29,000	34,000
	BA	1	15,000	21,000	27,000
	MA	1	27,000	32,500	38,000
Occupational and Recreation Therapists		1	18,000	20,000	22,000
Rehab Counselors	MA/MS	1	24,000	27,500	31,000
	EdD/PhD	‡	‡	‡	‡
Marriage and Family Therapists	MA/MS	1	24,000	28,000	32,000
	EdD/PhD	1	30,000	35,500	41,000
Mental Health Counselors	MA/MS	1	25,000	30,500	36,500
	EdD/PhD	1	25,000	35,500	46,000
Case Managers/ Coordinators	MSW/MA	1	24,000	29,500	35,000
	PhD/DSW	1	30,000	38,500	47,000
	Other	1	19,000	24,000	29,000
Paraprofessionals/ MH Technicians	(below BA)	1	10,000	12,500	15,000
Residential Staff	Managers	‡	20,000	24,000	28,000
	Aides	2	14,000	15,000	16,000
Other Clinical Personnel	BA	1	20,000	26,000	32,000
	MA	1	15,000	17,500	20,000
	PhD	1	30,000	32,000	34,000
Secretary		1	16,000	19,000	22,000
Accounting Clerk		1	16,000	20,500	23,000
Records Clerk		1	14,000	17,000	20,000

‡ Data insufficient or not available.

Table 47b. Staff Compensation without Management Responsibilities by Discipline — Rural

Staff Category		Median #FTEs	Low	Average	High
Psychiatrists	(hourly)	1	$66.00	$71.00	$76.00
	(annual)	1	$75,000	$87,000	$100,000
Psychologists	Master's	2	23,000	28,000	33,000
	PhD	2	30,000	36,000	42,000
Social Workers	BASW	2	17,000	20,500	24,000
	MSW	3	22,000	27,000	32,000
	DSW	3	21,000	30,000	39,000
	LCSW	2	24,000	29,500	35,000
Nurses	LN	2	15,000	18,500	22,000
	RN	2	20,000	24,500	29,000
	BA	1	13,000	15,500	18,000
	MA	1	23,000	29,500	36,000
Occupational and Recreation Therapists		1	9,000	11,000	13,000
Rehab Counselors	MA/MS	1	22,000	25,500	29,000
	EdD/PhD	‡	31,000	35,000	39,000
Marriage and Family Therapists	MA/MS	1	21,000	25,500	30,000
	EdD/PhD	1	26,000	30,000	34,000
Mental Health Counselors	MA/MS	5	21,000	25,000	29,000
	EdD/PhD	1	27,000	33,000	39,000
Case Managers/ Coordinators	MSW/MA	2	20,000	25,000	30,000
	PhD/DSW	1	24,000	31,500	39,000
	Other	3	17,000	20,500	24,000
Paraprofessionals/ MH Technicians	(below BA)	10	8,000	10,000	12,000
Residential Staff	Managers	‡	18,000	22,000	26,000
	Aides	7	7,000	8,500	10,000
Other Clinical Personnel	BA	4	17,000	20,500	24,000
	MA	3	11,000	14,000	17,000
	PhD	3	28,000	39,000	51,000
Secretary		5	12,000	15,000	18,000
Accounting Clerk		2	13,000	16,000	19,000
Records Clerk		2	12,000	14,500	17,000

‡ Data insufficient or not available.

Section IV

Fringe Benefits

Table 48. Average Percentage of Organizations Offering Specific Fringe Benefits by Region

Specific Fringe Benefit	Percentage of Organizations Offering Benefit Within Region										
	I	II	III	IV	V	VI	VII	VIII	IX	X	National Average
Health: Individual Coverage	100%	97%	100%	100%	97%	100%	96%	94%	100%	97%	98%
Health: Fam./Dpndt. Coverage	95%	91%	100%	92%	94%	88%	73%	94%	91%	89%	91%
Mental Health/Psychiatric	76%	66%	68%	67%	70%	73%	53%	66%	74%	74%	68%
Pharmacy Benefit	58%	71%	56%	50%	60%	55%	53%	58%	74%	74%	60%
Dental: Indiv. Coverage	63%	75%	60%	60%	60%	75%	44%	66%	100%	89%	65%
Dental: Family Coverage	51%	34%	64%	54%	54%	68%	36%	69%	96%	79%	59%
Optical Insurance	12%	34%	36%	17%	25%	13%	9%	23%	70%	63%	27%
Disability Insurance	78%	72%	80%	54%	70%	60%	71%	80%	57%	58%	68%
Life Insurance	88%	78%	96%	95%	93%	88%	76%	94%	96%	89%	89%
Professional Memberships	17%	19%	28%	35%	25%	38%	33%	26%	22%	26%	27%
Contin. Profess. Education	44%	31%	32%	52%	57%	58%	76%	51%	65%	55%	54%
Tuition Reimbursement	27%	41%	20%	40%	38%	20%	24%	32%	26%	53%	35%
Retirement Benefit	51%	81%	64%	85%	78%	75%	60%	74%	56%	82%	73%
Tax-Deferred Annuities 403(b)	29%	55%	45%	59%	56%	60%	49%	52%	70%	42%	57%
Section 125 Cafeteria Plans	66%	10%	32%	38%	28%	35%	36%	57%	22%	13%	29%

Table 49. Average Percentage of Organizations Offering Specific Fringe Benefits by Service Area Type

Specific Fringe Benefit	Percentage of Organizations Offering Benefit Within Service Area Type				
	Large Urban	Urban	Suburban	Rural	National Average
Health: Individual Coverage	98%	98%	98%	97%	98%
Health: Fam./Dpndt. Coverage	90%	93%	94%	88%	91%
Mental Health/Psychiatric	65%	70%	66%	69%	68%
Pharmacy Benefit	58%	62%	54%	61%	59%
Dental: Indiv. Coverage	65%	71%	70%	59%	65%
Dental: Family Coverage	60%	64%	66%	52%	59%
Optical Insurance	23%	30%	27%	25%	27%
Disability Insurance	65%	72%	76%	61%	68%
Life Insurance	96%	93%	95%	82%	89%
Professional Memberships	19%	27%	32%	27%	27%
Contin. Profess. Education	44%	54%	50%	58%	54%
Tuition Reimbursement	35%	37%	48%	28%	35%
Retirement Benefit	71%	75%	72%	72%	73%
Tax-Deferred Annuities 403(b)	58%	61%	71%	48%	57%
Section 125 Cafeteria Plans	33%	36%	27%	24%	29%

Table 50. Allocation of Total Budget for Salary and Fringe Benefits by Region

Region	Percentage of Budget Allocation		
	Salaries/Wages	Health Benefits	Other Compensation
I	65%	6%	5%
II	64%	6%	6%
III	58%	4%	7%
IV	53%	4%	5%
V	58%	5%	6%
VI	60%	4%	4%
VII	66%	4%	7%
VIII	59%	5%	6%
IX	55%	5%	5%
X	59%	6%	7%
National Average	60%	5%	6%

Table 51. Allocation of Total Budget for Salary and Fringe Benefits by Service Area Type

Service Area Type	Percentage of Budget Allocated		
	Salaries/Wages	Health Benefits	Other Compensation
Large Urban	56%	4%	7%
Urban	61%	5%	6%
Suburban	59%	5%	5%
Rural	60%	5%	6%
National Average	60%	5%	6%

Table 52. Average Employer Share of Fringe Benefits by Region

Specific Fringe Benefit	Mean Percentage Paid by Employer When Benefit is Offered*										
	I	II	III	IV	V	VI	VII	VIII	IX	X	Nat.Avg.
Health: Indiv. Coverage	93%	94%	89%	89%	92%	90%	91%	87%	84%	95%	91%
Health: Fam./Dependent Cvg.	78%	72%	83%	60%	83%	67%	75%	72%	71%	81%	77%
Mental Health/Psychiatric	85%	83%	85%	93%	90%	90%	90%	86%	89%	91%	89%
Pharmacy Benefit	100%	100%	100%	100%	94%	89%	90%	85%	78%	92%	92%
Dental: Indiv. Coverage	92%	92%	84%	94%	91%	90%	88%	88%	94%	94%	91%
Dental: Family Coverage	68%	92%	82%	79%	86%	68%	66%	73%	72%	77%	78%
Optical Insurance	74%	100%	83%	100%	95%	100%	100%	78%	98%	94%	93%
Disability Insurance	95%	91%	100%	94%	96%	96%	93%	94%	100	96%	95%
Life Insurance	96%	100%	95%	94%	98%	95%	100%	95%	94%	100%	96%
Professional Memberships	88%	100%	100%	94%	95%	100%	100%	91%	25%	95%	94%
Contin. Profess. Education	81%	100%	100%	95%	95%	93%	92%	100%	74%	100%	98%
Tuition Reimbursement	56%	82%	78%	82%	76%	82%	100%	100%	25%	84%	78%

Table 53. Average Employer Share of Fringe Benefits by Service Area Type

Specific Fringe Benefit	Mean Percentage Paid by Employer When Benefit is Offered*				
	Large Urban	Urban	Suburban	Rural	Nat. Average
Health: Individual Coverage	90%	90%	91%	93%	91%
Health: Fam./Dependent Cvg.	72%	76%	78%	80%	78%
Mental Health/Psychiatric	87%	86%	90%	90%	89%
Pharmacy Benefit	94%	98%	87%	92%	99%
Dental: Indiv. Coverage	90%	91%	89%	92%	91%
Dental: Family Coverage	76%	76%	83%	78%	78%
Optical Insurance	90%	92%	97%	92%	93%
Disability Insurance	92%	96%	96%	94%	95%
Life Insurance	94%	97%	97%	96%	96%
Professional Memberships	74%	98%	95%	93%	94%
Contin. Profess. Education	92%	91%	90%	96%	93%
Tuition Reimbursement	68%	75%	65%	90%	78%

* Mean (average) percentages were computed only from agencies reporting providing that benefit. Organizations that did not provide a particular benefit were excluded from calculations.

Table 54. Percentage of Organizations Offering Specific Incentive Benefits by Region

Region	On Call Pay	Private Clinical Practice	Incentive Compensation Systems	
			Clinical	Management
I	70%	58%	23%	10%
II	42%	75%	7%	7%
III	54%	71%	11%	4%
IV	65%	66%	19%	12%
V	67%	59%	18%	12%
VI	53%	50%	20%	3%
VII	60%	48%	31%	12%
VIII	66%	44%	27%	9%
IX	49%	70%	26%	11%
X	67%	65%	11%	12%
National Average	62%	59%	19%	10%

Table 55. Percentage of Organizations Offering Specific Incentive Benefits by Service Area Type

Service Area Type	On Call Pay	Private Clinical Practice	Incentive Compensation Systems	
			Clinical	Management
Large Urban	56%	61%	24%	10%
Urban	57%	67%	20%	13%
Suburban	62%	63%	24%	17%
Rural	67%	51%	14%	7%
National Average	62%	59%	19%	10%

Table 56. Average Number of Annual Leave Days by Tenure by Region

Region	FLSA Status	Years of Service			
		1-2 years	3-4 years	5-10 years	10+ years
I	Exempt	17	19	21	22
	Non-Exempt	16	18	21	22
II	Exempt	18	19	21	23
	Non-Exempt	14	15	19	21
III	Exempt	14	17	19	22
	Non-Exempt	14	16	19	21
IV	Exempt	15	16	19	21
	Non-Exempt	14	15	18	21
V	Exempt	16	18	20	22
	Non-Exempt	13	15	19	21
VI	Exempt	14	16	19	20
	Non-Exempt	13	15	18	20
VII	Exempt	17	18	20	22
	Non-Exempt	13	16	19	21
VIII	Exempt	15	18	20	21
	Non-Exempt	13	16	19	20
IX	Exempt	14	16	20	21
	Non-Exempt	13	16	20	21
X	Exempt	15	17	20	23
	Non-Exempt	14	17	19	22
National Average	Exempt	16	17	20	22
	Non-Exempt	14	16	19	21

Note: Exempt employees perform primarily administrative executive or professional duties and are not subject to overtime requirements of the Fair Labor Standards Act (FLSA). Non-Exempt employees perform primarily clerical or other support duties and are subject to FLSA overtime requirements.

Table 57. Average Number of Annual Leave Days by Tenure by Service Area Type

Service Area Type	FLSA Status	Years of Service			
		1-2 years	3-4 years	5-10 years	10+ years
Large Urban	Exempt	16	17	20	22
	Non-Exempt	14	16	20	22
Urban	Exempt	16	18	21	22
	Non-Exempt	14	16	19	21
Suburban	Exempt	16	18	20	21
	Non-Exempt	14	16	19	21
Rural	Exempt	15	17	19	21
	Non-Exempt	13	15	18	20
National Average	Exempt	16	17	20	22
	Non-Exempt	14	16	19	21

Note: Exempt employees are those in jobs with primarily administrative executive or professional duties which are not subject to the overtime requirements of the Fair Labor Standards Act (FLSA). Non-Exempt employees are those in jobs consisting primarily of clerical or other support duties and who are subject to the FLSA overtime requirements.

Table 58. Average Number of Paid Holidays by Region

Region	Average Number of Paid Holidays per Year
I	12
II	11
III	10
IV	10
V	10
VI	11
VII	10
VIII	11
IX	11
X	10
National Average	10

Table 59. Average Number of Paid Holidays by Service Area Type

Service Area Type	Average Number of Paid Holidays per Year
Large Urban	11
Urban	10
Suburban	10
Rural	10
National Average	10

Table 60. Types of Benefit Plans Offered by Region

Region	Percent of Organizations Offering Benefit Plan Type			
	Self-Insured	HMO/PPO	Deductible/Copay	Other
I	22%	62%	38%	51%
II	24%	73%	44%	56%
III	16%	75%	53%	69%
IV	42%	82%	59%	70%
V	43%	56%	37%	60%
VI	19%	65%	42%	57%
VII	35%	58%	25%	65%
VIII	36%	58%	24%	67%
IX	40%	46%	40%	51%
X	17%	43%	52%	65%
National Average	28%	62%	40%	60%

Table 61. Types of Benefit Plans Offered by Service Area Type

Service Area Type	Percent of Organizations Offering Benefit Plan Type			
	Self-Insured	HMO/PPO	Deductible/Copay	Other
Large Urban	30%	53%	67%	61%
Urban	33%	53%	52%	60%
Suburban	27%	72%	50%	61%
Rural	46%	73%	19%	59%
National Average	28%	62%	67%	60%

Table 62. Salary and/or Wage Increases Planned for 1991 by Region

Region	Type of Salary/Wage Increase					
	Cost of Living	Automatic Step	Productivity Increases		Performance Merit	Other
			Clinical	Management		
I	37%	20%	10%	2%	32%	10%
II	61%	23%	3%	13%	29%	7%
III	52%	11%	7%	0%	22%	15%
IV	57%	8%	6%	4%	57%	10%
V	42%	28%	8%	5%	49%	10%
VI	43%	15%	18%	3%	53%	13%
VII	49%	11%	9%	4%	42%	11%
VIII	46%	17%	17%	6%	49%	9%
IX	44%	34%	9%	4%	44%	13%
X	74%	49%	9%	3%	31%	3%
National Average	48%	22%	9%	4%	44%	10%

Table 63. Salary and/or Wage Increases Planned for 1991 by Service Area Type

Service Area Type	Type of Salary/Wage Increase					
	Cost of Living	Automatic Step	Productivity Increases		Performance Merit	Other
			Clinical	Management		
Large	50%	30%	8%	4%	38%	10%
Urban	51%	21%	8%	1%	48%	8%
Suburban	51%	19%	14%	11%	53%	11%
Rural	45%	22%	9%	4%	38%	11%
National Average	48%	22%	9%	4%	44%	10%

Appendix A

Survey Instrument

National Council of Community Mental Health Centers

Spring 1991

Salary Survey

ABOUT YOUR ORGANIZATION AND ITS HUMAN RESOURCES

1. In what state is your agency located? _____

2. Is your agency: ☐ Publicly funded ☐ Private nonprofit ☐ Private for-profit

3. Please check the type(s) of area your agency serves. *(If unsure, mark the box you believe most people in your area would find descriptive. If more than one type of area is included, please give approximate percentages of each type.)*

☐ urban (*pop. 50,000 + ; 1000 people/sq.mile*) (____%) ☐ suburban (*outside city but in urban periphery*) (____%)
☐ large urban (*pop. 1 million or more*) (____%) ☐ rural (*density less than 1000 people/sq mile*) (____%)

4. Please provide totals in each of the following categories for full-time employees (FTEs) employed during calendar year 1990. *(Please categorize FTEs under the primary area of responsibility.)*

	Employed as of January 1, 1990	*Hired between Jan - Dec '90*	*Voluntary Terminations Jan - Dec '90*	*Involuntary Terminations Jan - Dec '90*	*Vacant Positions 12-31-90*
Clinical					
Management					
Support/Clerical					
Total					

5. As of December 31, 1990, how many of your staff were:

	Asian	[illegible]	Hispanic	Nat. Amer.	White	Male	Female
Management							
Clinical							
Support Staff							

6. What was your agency's total budget for FY 1990? ☐
(Include alcohol/substance abuse and MR/developmental disability programs, if directly provided by the agency.)

What percentage of your total budget goes to pay for:

_____% salaries/wages _____% health benefits _____% all other compensation _____% total fringe benefits

Approximately what percentage of your salary and benefits budget is allocated to each of the following categories:

_____% Clinical _____% Management _____% Support/Clerical

7. Please provide the following financial information for the most recent fiscal year. *(You can refer to last audited financial statements)*

Current Assets:	$	Current Liabilities:	$
Fixed Assets	$	Long-term Liabilities:	$
Total Assets	$	Total Liabilities:	$
		Total Fund Balance:	$
Total Revenue/Income:	$		
Total Expenses:	$		
Net Revenue/Fund Balance:	$		

ABOUT YOUR AGENCY'S STAFF AND SALARY STRUCTURE

8. Please list the number of FTEs your agency employs and the annual salary ranges (defined as starting salary and maximum salary) for each of the following clinical staff categories. If psychiatrists are considered contract employees, please give the hourly contract rate.

Staff Category		#FTEs			Salary Range with Management Responsibilities	Salary Range without Management Responsibilities
		total	mgmt.	clin.		
Psychiatrists	(hourly)				/	/
	(annual)				/	/
Psychologists	Master's				/	/
	PhD				/	/
Social Workers	BASW				/	/
	MSW				/	/
	DSW				/	/
	LCSW				/	/
Nurses	LN				/	/
	RN				/	/
	BA				/	/
	MA				/	/
Occupation/Recreation Therapists					/	/
Rehab Counselors	MA/MS				/	/
	EdD/PhD				/	/
Marriage and Family Therapists	MA/MS				/	/
	EdD/PhD				/	/
Mental Health Counselors	MA/MS				/	/
	EdD/PhD				/	/
Case Managers/ Coordinators	MSW/MA				/	/
	PhD/DSW				/	/
	Other				/	/
Paraprofessionals /MH Technicians	(below BA)				/	/
Residential Staff	Managers				/	/
	Aides				/	/
Other Clinical Personnel	BA				/	/
	MA				/	/
	PhD				/	/
Clerical	Secretary				/	/
	Acctg. Clerk				/	/
	Records Clerk				/	/

9. Which positions does your organization typically experience the most difficulty in filling?

10. Please place a check next to the following management staff positions that are full-time positions at your agency and report the salary range (defined as starting salary and maximum salary) for these positions. Some of these positions may have already been included in the data provided in question #8.

✓	Management Staff Position	Salary Range for Position Minimum / Maximum	Current Staff		
			Actual Salary	Yrs. in Position	Degree
	Executive Director	/			
	Assistant/Associate Director	/			
	Chief Finance/Business Officer	/			
	Medical Director (if MD)	/			
	Clinical Director (if not MD)	/			
Manager/Department Head Responsible for:					
	• Finance (other than CFO above)	/			
	• Human Resources/Personnel	/			
	• Marketing	/			
	• Information Services (MIS)	/			
	• Development	/			
	• Planning	/			
	• EAP/Business & Industry Svcs.	/			
	• Public Information	/			
	• Consultation/Educ./Prevention	/			
	• Quality Assurance	/			
	• Research/Evaluation	/			
	• Clinical Supervision	/			
	• Maintenance/Properties Mgmt	/			
	• Community Support Program	/			
	• Executive Sctry/Admin. Assist.	/			
Other key titles at your organization *(please list)*					
		/			
		/			

ABOUT YOUR AGENCY'S FRINGE BENEFIT PACKAGE

11. Please place a check next to each of the following fringe benefits your agency provides for professional staff and indicate, if applicable, the percentage of employer contributions to each benefit:

✓	Fringe Benefit	% Paid by Employer
	Health: Indiv. Coverage	
	Health: Fam./Dependent Coverage	
	Mental Health/Psychiatric	
	Pharmacy Benefit	
	Dental: Indiv. Coverage	
	Dental: Family Coverage	
	Optical Insurance	
	Disability Insurance	

✓	Fringe Benefit	% Paid by Employer
	Life Insurance	
	Professional Memberships	
	Contin. Prof. Education	
	Tuition Reimbursement	
	Retirement Benefit	
	Tax-Deferred Annuities 403(b)	
	Section 125 Cafeteria Plans	
	Other (specify)	

12. If your agency has a cafeteria benefits plan, what are the primary benefits that are included?

_____ _____ _____

_____ _____ _____

_____ _____ _____

13. Through what sort of plan are your benefits provided? *(Check all that apply.)*

☐	Traditional or self-insured
☐	HMO/PPO

☐	Deductible or co-pays
☐	Other (specify)

14. How many paid holidays per year does your agency provide? ☐

15. How many annual leave days per year does your agency give to the following groups of employees:

Exempt Employees (In jobs with primarily administrative, executive or professional duties which are not subject to the overtime requirements of the Fair Labor Standards Act.)

Years of Service	Annual Leave Days
1-2 years	_____
3-4 years	_____
5-10 years	_____
10+ years	_____

Non-Exempt Employees (Those in jobs consisting primarily of clerical or other support duties and who are subject to the overtime requirements of the Fair Labor Standards Act.)

Years of Service	Annual Leave Days
1-2 years	_____
3-4 years	_____
5-10 years	_____
10+ years	_____

16. What types of salary and/or wage increases are in place/planned for FY 1991?

☐ Cost of Living
☐ Automatic Step
☐ Productivity Incentive (clinical)
☐ Performance Merit
☐ Productivity (managerial)
☐ Other (_____)

17. Does your agency offer on-call pay? ☐ yes ☐ no

If yes, for what positions? _____ _____ _____

18. Does your agency allow private clinical practice? ☐ yes ☐ no

19. Does your agency have an incentive compensation system: for clinicians? ☐ yes ☐ no
for management staff? ☐ yes ☐ no

20. If this information is collected in your organization or you can provide a good estimate, please provide the following data for 1990:

No. unduplicated clients served in all programs. ☐
Avg. no. hours worked per week by staff. ☐
Avg. no. admissions, intakes or cases opened per week. ☐
Avg. daily caseload. ☐
Avg. no. cases closed per week. ☐
Avg. no. screenings/contacts per week. ☐

21. What other salary issues or financial trends with potential impact on the industry have you observed? *(attach separate sheet if necessary)*

Thank You!

To show our appreciation for your time and effort in completing this questionnaire, we would like to extend to you a discount on the purchase of the 1990-1991 Community Mental Health Salary Survey. Prices for the survey are $69.00 for agencies that are not NCCMHC members, $49.00 for NCCMHC members, and $34.00 for agencies that have returned completed surveys.

If you would like us to send you a copy of the 1990-1991 Community Mental Health Salary Survey, along with an invoice for $34.00, please provide your name and mailing address below. All information in this survey is kept strictly confidential. (Anticipated Publication Date: June 1991.)

Agency Name:		
Mailing Address:		
City:	State:	Zip:
Attention:	Telephone:	

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